Doctor of Business Administration

Proposal Document
Document 1

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Global, Mobile and Professional;
A 'how and why' study of organizations that turn their professional
workers into expatriates.
Taking a closer look at the how and why professionals move to
Australia, Ireland, the United Kingdom and the United States.

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Abstract

Organizations operate globally. Workers are transferred between local and international offices. Organizations select workers for international assignments. Regulatory frameworks exist in most countries designed to control the inflow of foreign workers. Countries have different rules and regulations regarding the presence of temporary foreign workers on their soil. Some systems may be more efficient and generous than others.

This research project seeks to understand why organizations choose to transfer professional workers internationally and how worker selections are made. The regulatory frameworks used by countries to control the inflow of internationally transferred professional workers (ITPW) will be examined. Strengths and weaknesses and other unique characteristics of the respective systems will be identified and compared. The satisfaction level that organizations and ITPWs have in the transfer process will be surveyed. Results be analyzed and conclusions will be drawn.

This topic has a broad scope. To limit the focus, research will be restricted to ITPWs who move to four selected countries.

Introduction

Labor markets have historically been fluid and flexible - the Roman Empire imported workers to expand the road system and the Dutch East Indies Company imported workers to man their remote travel stations. The United States used competing teams of Chinese and Irish laborers to complete their trans-continental railway line while the British Empire encouraged young citizens to move to colonies abroad as indentured servants and settlers. After World War II ended, European countries recruited workers from their colonies and poorer neighbors to help rebuild their war torn economies at home. Today we see the niche migration patterns like the migration of Turkish Tailors to Tennessee (Phillips 2005). Middle Eastern Gulf States rely heavily on migrant labor. Some of the imported workers in the Gulf States remain

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there in temporary status for decades. In the past half century we have seen the emergence of common labor markets, allowing workers to move across traditional borders with minimal bureaucratic complication. Foreign workers have historically entered labor markets in a variety of ways, ranging from those as heinous as slavery to those as lucrative as Executive transfers. The pull of a growing economy was enough to draw people from one country to another (Chiswick & Hatton 2002).

Workers are still moving countries – with the emergence of air travel and electronic data buoying the economics of migration. In the past 50 years, members of my own nuclear family have spread around the globe. Many of my family members packed up and went abroad for temporary assignments. Sometimes the short term nature of the assignment was fulfilled but sometimes the short term migrant became the long term migrant or citizen.

Some cities in the world have become magnets for new migrants. Over the years these cities have come to be regarded as 'Global Cities' with immigrant friendly cultures. Many global cities have large expatriate communities that make adjustment easier (Freeland 2007).

Companies and Organizations pursue international expansion programs for different reasons. These efforts result in the recruitment and deployment of local and home office staff. To achieve this, companies have to work within the regulatory parameters of the new labor markets.

Governments develop immigration policies which are translated into laws and regulations and are implemented by government agencies. These policies change over time (Kapur & Mchale 2005).

Global economies have developed to the point where companies compete for workers on an international stage (Kapur & Mchale 2005).

International labor and migration studies have sought to analyze and report on the movement of workers around the world. This research project does not wish to replicate these studies. It will focus on a smaller part of this bigger process. Project scope will include research on the temporary movement of workers to four specific

countries: Australia, Ireland, The United Kingdom and the United States. Research will focus on the four countries with their four sets of unique laws, regulations and processes that regulate the way companies transfer workers into their respective labor pools.

The four countries included in the research are English speaking countries with developed economies. Australia and the U.S. would typically be considered 'melting pot countries' with many centuries of uninterrupted migration flows. Most Australians and Americans, who are not of native origin, can trace their immigrant roots. While Ireland has recently embraced immigration, it would not be considered a traditional immigrant nation. The U.K. has experienced significant migration in the post war decades; however it is not a country that was founded on immigration. All four are members of the OECD (2007), an organization that analyzes the immigration patterns of its member nations. This research study will be restricted to the 'how and why' of temporary worker movement. Scope will be restricted to movement of internationally transferred professional workers (ITPW) between the four selected countries.

Colin Fisher discusses the option of doing a comparative research study (Fisher 2007 p.35). Comparative studies allow researchers to derive data from diverse sources. Comparative data can be used to identify trends and relative benefits of the different systems. Fisher points out that comparisons result in contrasts which in turn allow the researcher to develop a clearer picture of what it is being researched.

The four countries in this study are not representative of what is happening in the world of international labor. They are countries with significant numbers of active ITPWs moving in and out of their economies (OECD 2002).

Choosing English speaking countries in the research has the net effect of excluding language barriers. This will allow for the effectiveness of the individual systems to be examined without having to take into account language differences. The cultural differences that exist in the four subject countries will not be examined for the purposes of this research.

This study will initially be restricted to people who moved to and from the four countries. If this group proves too small, the study will be expanded to include other groups of workers being transferred into the labor markets of these four countries. The emphasis of the research will be on the intra-company transfer process and how it is applied in the four subject countries.

Questions to be answered during research and Conceptual framework considerations:

Clough and Nutbrown (2002) have an interesting analogy about the evolution of research questions. They surmise that a when good research question is explored, it will result in further research questions. The traditional wooden Russian dolls are packed inside one another, the first doll has to be opened to reveal the next doll and so the process goes on until the smallest doll is eventually revealed. Once a question is explored it will reveal another question and this process should be continued until the final question manifests.

In short this research aims to answer the broad questions outlined in the abstract:

This research project seeks to understand why organizations choose to transfer professional workers internationally and how worker selections are made. The regulatory frameworks used by countries to control the inflow of internationally transferred professional workers (ITPW) will be examined. Strengths and weaknesses and other unique characteristics of the respective systems will be identified and compared. The satisfaction level that organizations and ITPWs have in the transfer process will be surveyed. Results be analyzed and conclusions will be drawn.

The abstract opens the door to the following set of questions:

What constitutes a Professional worker? A basic definition would be a worker with a University level education. There are many exceptions to this rule – executives who have succeeded without a University

education (Barker & Mueller 2002). This research project will consider position and qualification in making determinations as to whether a research subject is considered a professional worker.

What constitutes a temporary transfer abroad? Initially the research will consider a move that is for less than 6 years and with the intention of moving back to their home country.

Why do companies and organizations move workers around the globe? Is the choice to move workers based on expedience, long-term growth or immediate need? Are there significant savings to be recognized by organizations that transfer workers frequently?

Is there any single dominant reason for the transfer of workers? What sort of organizations transfer workers – Multinationals, NGOs, Startups or Fortune 500?

Do organizations with offices abroad typically staff locally or use ITPWs?

At what level are workers transferred and what role do they play in the organization after the transfer?

Do employees seek transfers? Are intra-company transfers perceived as career building steps within the organization? Are employees obliged to take the transfers in order to grow in their current organization?

Are organizations more likely to transfer or recruit for specific skill sets abroad? Are IT and Finance workers more likely to be transferred than HR workers for example? Are certain skill sets more internationally portable than others, e.g. Law versus IT?

Do organizations transfer their own employees to different countries? Or do they recruit from the general labor pool with specific intent of moving workers abroad? Will an Australian company recruit Australian engineers in their local market with the intention of re-locating them?

Do organizations use contracting/consulting firms to recruit and relocate foreign workers? Will an American organization use a consulting company to identify and employ software engineers?

Do reciprocating agreements exist between countries? Have governments recognized the role of global commerce and entered into mutual arrangements that facilitate the transfer of workers from one country to another?

Are organizations generally satisfied with the movement of their workers?

What do the different immigration regulations in the four subject countries look like? Are some systems more generous than others? Are some more efficient? Are organizations bottle-necked by bureaucracy when they attempt to transfer workers? Are there strict time restrictions on transfers? Are host countries accommodating to the new arrivals?

What are the strengths and weaknesses of the different systems? Is it possible to compare the systems on a level playing field or are there too many geo-political and socio-economic factors that would blur any meaningful comparison? Are these system comparable and can meaningful and quantifiable comparisons be derived?

Are there current policy changes underway in the four countries that would affect the organizational transfer of workers? Are there strong lobby groups or labor organizations that take stands on the issue of temporary foreign workers?

The following classification of the four countries in the study was developed based on preliminary reading and knowledge of the four countries involved. These classifications need to be confirmed and expanded. The classification below is a hypothesis that needs to be confirmed during research

- US – Melting pot established work permit system
- Australia – Melting pot, less established work [permit system

- Ireland, not a nation of immigrants, new to the work permit system
- UK, a country that has experienced significant immigration since the end of World War 2

What volume of traffic is moving between UK, USA, Ireland and Aus?

Are organizations capable of moving people at will? Do some organizations receive priority over others in certain systems?

The Clough and Nutbrown (2002) layer theory may have been over applied in the above list of question! Some questions may be combined and others refined once the research is underway.

This research project was originally to be undertaken using the structured approach rather than a grounded approach. Fisher (2007 P.125) recommends that students who want their research to culminate in specific structured outcome should follow a structured approach. Given the current list of questions and the Russian Doll research question theory, it seems this project is better suited to a grounded approach. Theory surrounding the research will be generated as the research proceeds. Fisher discusses the need for grounded research to have standardized specific detailed stages with defined steps and procedures that will be followed during the research process. This research project will follow these requirements. The research problem has been defined prior to research but the theory itself will be allowed to evolve.

Murray (2002 p.104) recommends a comprehensive review of the proposal document prior to embarking on thesis writing. She recommends that researchers revisit the full proposal and attempt to break it down into something more focused. The research questions in this section will be re-examined and focused during the post-proposal review.

Document 2: the Literature review:
For the purposes of this proposal, a variety of literature was reviewed.

Journal article examining the role of expatriates:

"Expatriation: a developing research Agenda" (Bonache, Brewster & Suutari 2001) looks at the way organizations select workers for expatriate assignments. The study looked at workers with University level qualifications. Bonache and Brewster define expatriate assignments and examine factors such as post assignment retention and reverse culture shock that some expatriates experience when returning to their home countries. Their research indicates that organizations do little internal monitoring or measurement on the subject of international expatriation.

In 1992 a broad empirical study was conducted by the University of South Carolina (Feldman & Tompson 1992) on the adjustment of expatriates to their new assignments abroad. The study examined expatriates in 26 countries. The Feldman and Tompson study identifies the success factors linked to expatriation. The study developed a series of variables that can be used to predict whether an expatriate will be successful.

The Journal of Organizational Behavior published an article that examined the willingness of employees to take on expatriate assignments (Aryee, Chay & Chew 1996). The study identified a series of factors that would make an employee more or less likely to embark on international assignments. The study used a sample of Singaporean managers that had or were considering expatriate positions. The paper is comprehensive in identifying motivations that affect individuals when considering posting abroad.

A Swedish study in 2005 identified the characteristics of a successful Expatriate (Holopainen & Bjorkman 2005). This is the most recent study of its sort. Holopainen and Bjorkman's study considers language, gender, cultural distance and a series of other factors. These are weighted for importance and can be used to predict an expatriate likelihood of success. The down side of the study is that it is limited to one unnamed Finish company.

A 1993 study looks at the success rates of American expatriates (Birdseye & Hill 1993). The study looks at why American Multinationals

have a higher expatriate turnover rate when compared to Multi Nationals based in other countries. The study notes that the American adventurous spirit can be dampened by the environmental complications of living abroad. Birdseye and Hill also examined the cost Multi Nationals incur in sending expatriates abroad.

Current articles about the immigration policy of the four countries in the study

Financial newspapers and magazines frequently feature articles on immigration and foreign labor issues. These topics tend to be hot button issues to a lot of readers. Some of these articles are generalized while others report on specific changes or happenings in existing immigration systems. A Lexus Nexus search on the Wall Street

The WSJ debated whether the US work permit system was too strict and would eventually result in the US losing out on global talent (Kronholz 2006).

The newspaper reported that part of the business community was pushing legislators to increase the number of work permits to allow them to increase competitiveness (Valbrun & Thumm 2003).

The WSJ also weighed in on the labor shortage in the UK market and how the foreign labor sources already in the country were not being used effectively (Vina 2003). This article raised the issue of skilled versus unskilled migration. A theme which reappears in may articles.

The New York Times examined how European countries are becoming more accommodating to foreign professional workers (Bilefsky 2007).Large scale immigration was literally foreign to some European countries. The article discussed issues of xenophobia and public resistance.

The Financial times of London published an article about the 'no nation' generation of workers and their children (Freeland 2007).The article touched on the issues of temporary workers staying in their host countries for decades.

The Christian Science monitor reported on the pressure that US companies are putting on legislators to expand work permit programs (Teicher 2003). It speculates that major employers in the US will have to outsource more and more work to foreign countries if they cannot transfer workers to the home office in the US. Corporate America has long been accused of lobbying for an 'open borders' policy.

The current crop of newspaper articles did not touch directly on the issue of international transfer of workers. They do give insight into the current systems that allow for temporary workers in the four study countries.

Textbooks

Three academic textbooks were identified for the initial literature review. One of the books was not current but provided a historical perspective and understanding of the way labor moved in the earlier part of the twentieth century.

'The mobility of Labor and Capital' by Saskia Sassen (1998), a Columbia University researcher, examines the way international capital and labor move in relation to one another. Despite the fact that the book is almost two decades old, many of principles and concepts remain current. Sassen looks specifically at the way temporary labor moved to the US in the post World War 2 eras. The book also touches on the impact of illegal immigration. The book focuses on all levels of labor migration, not just professional workers. Skilled and unskilled workers share many of the same economic motivations for moving. Sassen raised the concept of 'global cities' around the world.

'Labor Movement', written by Harald Bauder (2006), looks at migration to the US. The book considers legal and illegal movement of labor. It is written more as a Sociology textbook than an economic one. The author spends a lot of time examining the way migrants are exploited by employers and immigration brokers. Bauder addresses the issue of citizenship in society. These are interesting concepts but will be beyond the scope of this research. Bauder relied too heavily on two particular groups of immigrants to Canada. This narrow focus limited the usefulness of the book.

'Working in America' by Osterman et al. was published in 2001. It proved to be the most useful of the three textbooks. As the name of the book indicates, its focus is on the American labor market. 'Working in America' looks for economic reasons for Labor movement rather than sociological reasons. Osterman has chapters on the role of government and corporations in the movement of labor and their roles in the formulation of migration policy. Labor and Political lobbies place a significant role in the formulation of migration policy. The book encourages governments to be more flexible and quicker to react to changes in labor markets (Osterman, Kochan ,Locke & Piore 2002).

Additional Journal articles

Academic articles published in journals which touch on the issues of migration and the international work force. These articles form part of a broader framework of reference.

Academic journal articles were sourced from Nottingham Trent University's online library systems and Google scholar. The Athens User access, provided by the Nottingham Business School, was very necessary to access some of the fee based articles. Research emphasis was placed on articles published in the last five years. All of the articles identified are on the subject of professional immigration and temporary immigration to and from the four subject countries. Many of the articles address the issue of temporary transfers although it was not always a central theme. Many additional sources will be identified and included in the final literature review.

Here follows a shortened list of all the articles identified and read:

An article in an Australian journal ,'People and Place', questioned whether the Australian system, responsible regulating temporary work permits for professionals, was doing enough to meet demand (Birrell 2000).

Anne-Wil Harzing (2001) discussed the role of expatriates in foreign organizations. Her article examines the situation from a Human resource

practitioner perspective. Harzing examined the roles and responsibilities assigned to transferees.

The International Labor organization (ILO) published Philip Martin's (2003) article which examined the mutual benefit derived by different countries and organizations when workers go global.

The Organization for Economic Cooperation and Development (OECD) published an article by Wyckoof and Schaaper (2005) which looked at the way highly skilled workers navigated the globe.

Chris Minns (2005) published an article that looked at the way the modern Irish immigration system has changed the labor landscape in Ireland.

The Centre on Migration Policy and Society at Oxford University published Ruh's (2005) comprehensive look at British migration schemes that are currently in existence.

Stanford University's Institute for Economic Policy Research compared the Indian and Irish IT industries with a specific focus on the way they managed labor needs (Arora, Gambardella & Torrissi 2001).

The United Nations Economic Commission for Latin America and the Caribbean published Solimano and Pollack's (2004) article discussing the mobility of labor between Europe and South America.

Clarke and Salt (2002) of the University of London Migration Research Unit, analyzed the current work permit and foreign labor situation in the UK. The article reviews all levels of work permits and reports on trends. The article was published in 2002 which is relatively current.

B.Lindsay Lowell (2000) of Georgetown University published an article in 2000 on the topic of H-1B population in the United States. The article comes up with some numbers but also reflects on the complexity of tracking this very varied and mobile population.

Murray (2002 p.108) predicts that a complete literature review will invariably change the focus of the research questions. The changes may be marginal but she maintains that researchers must be open to change when considering their original proposal question. Fisher (2007) theorizes that the conceptual framework, including concept definition and theorizing, are outcomes of the literature review. He surmises that after continuous exposure to definitions and concepts in the literature review process, the researcher will be able to construct their own definition and concepts in their subject area.

Document 3,4, and 5

The current research and reporting approach is based on the limited literature review that has been conducted to date. After further reading, the research strategies outlined below may be adapted or reformulated. As Bryman and Bell (2007 p.105) point out, research strategies need to be adaptable. Pre-define boundaries in a research strategy may change with circumstance. With every deliverable or piece or work, a more defined and structured approach will emerge for the next deliverable. This building block approach is recommended by Murray (2002) in her discussion on thesis development.

A comprehensive literature review will be conducted to ensure that the research undertaken in this project is unique.

Document 3 – Interpretive report on a piece of qualitative research.
The phenomenol deliverable
Australia, Ireland, The U.K. and the U.S. are all members of the organization for economic cooperation and development (OECD Policy brief 2002). The OECD allows for the flow of government data and statistics between members. This data is analyzed and made available in different forms. The OECD was formed after World War II and has been collecting labor movement and immigration data since then. OECD data will indicate who is moving between member countries and in what volume.

The four subject countries have formalized and published immigration laws. These laws and regulations are usually the result of laws passed by the respective legislative bodies and parliaments. Legislation is available for research and comparison.

Further information can be derived through the respective Freedom of Information Acts (FOIA). In addition to published government studies, there are other non-governmental organizations and watchdog groups that track and report on immigration statistics. Ethnographic research presumes that the properties of individual systems do not exist independently. They have to be understood in the context of one another. This approach will be utilized during this part of the research.

Publicly available data will be compiled and analyzed. Focus will be on the transfer of international workers to and from the four subject countries. Based on the results, a set of criteria will be identified and a comparison table will established. Comparison criteria will be subjective. As Fisher (2007 p.21) points out, Phenomenology is an interpretation of reality; in this case the interpretation will be the evaluation of the respective migration systems and the identification of comparative criteria. Processing times, acceptance rates, renewal rates and fees are easily identifiable criteria and will be included for comparison. Further investigation and reading will reveal additional criteria for evaluation. The identification and evaluation of criteria will make up the bulk of the interpretive research.
In addition, strengths and weaknesses of the respective systems will be identified and evaluated.

Document 4 - A report on a piece of structured research. The positivist deliverable
Positivist research requires a scientific basis. The results of positivist research should be supported by statistical research results.
The research project will use a two-pronged approach.
Human Resource managers at multinational organizations will be canvassed as to their level of satisfaction they have with the transfer

and recruitment of international workers. In addition, the survey will seek to understand why organizations transfer workers. Fisher (2007 p.18) points out that Realist research, which has many of the same characteristics as positivism, allows for an element of subjectivity. Given the nature of the survey, a realist approach may initially be required.

The survey will be created and distributed by postal mail or e-mail and will be addressed to the organization's Human Resources manager. Online surveying software, like surveymonkey.com and Zoomerang will be contracted to process the results of the survey. Online survey companies like Surveymonkey and Zoomerang offer access to survey templates and online database access. The results of the survey can be processed and analyzed using the software provided. The survey itself will request the attention of the HR manager. The amount of questions in the survey will be limited. The survey will be designed to be simple and understandable. The less time consuming it is to the respondent, the greater the chances are that they will respond. It is unreasonable to expect an HR manger to know the exact number of transferees that were moved in the last five years. For this reason answers will be in multiple choice formats allowing the respondent to select from ranges. Harzing (1997) recommends that surveyors offer to share the results of the survey with respondents. This may improve response rates.

The second part of the survey will set out to poll professional workers who have made international moves - People who have transferred abroad by their organizations. It will establish the level of satisfaction that international transferees have with the respective systems and attempt to establish the motivations behind international transfers. There are many unknowns with regards to the nature and size of the inter-company transfer population. With this in mind, a snowball sampling technique, as described by Bryman and Bell (2007 p.200), is being considered. The advantage of snowball sampling is that it allows researchers to make the initial contact with the survey group and use these respondents to expand the survey population. The downside is that this 'knock-on' survey styles compromises the quality of the research. The second group of respondents, the 'snowballers', are not objectively selected. But given that the population of International inter-company

transferees group is not static (Lowell 2000), this subjective snowball sampling is acceptable. Colier and Bienstock (2007) conducted a comprehensive review of sampling procedures used in marketing research. They determined that 2% of the surveys conducted by the researchers published in three main marketing journals used snowball sampling. This compared to 70% who chose convenience sampling. While Colier and Bienstock demonstrate that snowball sampling is a rarity in marketing research, they maintain that it is a useful tool when surveying populations of unknown size. These are sometime refereed to as hidden populations. Johanson (1998) used snowball sampling in his research published in the Scandinavian Journal of Management. He addressed concerns over the lack of controls by maximizing the amount of starting points. This means that the research puts numerous snowballs into action at the same time and increases the likely hood of objective results. Identifying the initial pool of respondents is important for the success of the snowball sample.

Murray (2002 p.184) recommends using a research journal to track progress of research process. This is a free form document that runs in parallel to the research process and the thesis writing. It is not intended for publication but serves as an internal progress report for the researcher. This journal will be useful in the final phase of the program where students are required to report on their personal experiences.

Document 5: A thesis: The thesis will bring together the results of the literature review and the ethnographic and structured research. The research questions outlined in this proposal will be refined and addressed. The initial section of this thesis will consist of four case studies. The cases will document the movement of four anonymous individuals through the respective professional transfer systems. Each of the research countries will be the subject of a single case study. The results of the ethnographical positivist research will be documented and demonstrated in practical terms. The case studies will be concise enough so as not to dominate the paper but also comprehensive enough to illustrate the workings of the different systems. Positives and negatives of the respective temporary worker immigration systems will be demonstrated in the case studies. The

individuals in the case studies will not be identified but their experiences will be derived during the research process. They will be a synthesis of applied research data and creative composition. Watson (2000) describes his use of fiction and research results in his social-science research. His approach is referred to as 'Ethnographic Fiction Science'.

A comparative table will be constructed using the results of the document 3. The four countries respective temporary workers systems will be evaluated and discussed based on the findings in documents 3 and 4. Pros and cons of each system will be highlighted and discussed. A maps and coordinates approach may be adopted. Axis scales will be identified so as to provide the most meaningful comparison of migration system characteristics. This would form part of the research conceptual framework as described by Fisher (2007 P.129).

The rest of the thesis will consist of a structured document that addresses the literature review findings and the results of the research conducted for documents 3 and 4.

Conclusion – why should this research be done?
The bulk of the literature reviewed to date has addressed the cultural challenge that expatriates face. Much work has been done identifying the reasons that expatriates succeed or fail.

This research project aims to look the complexities and logistical issues associated with the transfer of professional workers abroad. By examining the immigration frameworks that are at work in the four subject countries, the research will be able to identify strengths and weaknesses of the individual systems. By surveying organizations that transfer employees and the transferees themselves, the project will establish the levels of satisfaction with the different immigration frameworks. The project will determine whether organization's business decisions are based on the limitations of the different immigration frameworks. It will also establish whether ITPWs perceive some destinations as more accommodating to expatriates than others.

The findings of this research will prove useful to decision makers at global organizations. If one immigration framework proves to be easier to navigate than another, it may influence future expansion plans. Governmental agencies and business interest groups may use this research when forming future immigration policy.

In additions the results of this research may be useful to Organizations that are interested in ways to facilitate and improve their global Human resource function. Non Governmental organizations and political organizations which monitor migration and labor patterns may also have a stake in the research results.

Issues:

Document 4 - the Positivist deliverable relies on the success of a mail based survey. Questionnaires, targeting HR managers, will be sent to International organizations with offices in one or more of the subject countries. Anne-Will Harzing (1997), a frequently published academic in the field of International Human Resources Management, has researched and documented the response rates in international surveys. Based on Harzing findings, low response rates could be a reality in this survey based portion of the research. Harzing makes suggestion for increasing participation rates. These will be evaluated and applied.

Workers are becoming global commodities; this trend will most probably increase over the next few decades. Governments will change and new administrations may implement their own policies. Organizations will adapt their HR strategies and decisions in response to changing regulations. Statistics and policies will change during the course of my research. How do I keep up to date on this? My initial observations and research could be undermined if one of the four subject counties were to implement comprehensive changes to their work permit system. The research will take a 'snapshot' approach.

This research project is being conducted using American tools and editors. Will the marginal difference between American English and British English pose a problem?

This project may prove be too broad in scope. If this is true, one option would be to reduce the number of countries in the project scope. This would result in Ireland and Australia being eliminated from the study. No decision on this will be taken until the literature review is completed and the research questions have been finalized.

The data gathered and published by the OECD will be important to this project. The assumption is that this data will be available.

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Doctor of Business Administration

Critical Literature review and Conceptual Framework

Document 2

Jonathan Rodger

September 2008

Global, Mobile and Professional;
A 'how and why' study of organizations that turn their
professional workers into expatriates.
An examination of how and why professionals move to
Australia, Ireland, the United Kingdom and the United
States.

Index

1 - Introduction

Document 2 in the Nottingham Trent University Doctor Of Business Administration program requires students to complete an extensive literature review of their research topic. In addition a supporting conceptual framework is required. This document builds on documents 1, the proposal and lays the ground work for document 3 and 4, the research components of the program.

2 - Abstract

Organizations operate globally. Workers are transferred between local and international offices as they are selected for international assignments. Regulatory frameworks exist in most countries designed to control the inflow of foreign workers. Countries have different rules and regulations regarding the presence of temporary foreign workers on their soil. Some systems appear to be more efficient and generous than others.

This research project seeks to understand why organizations choose to transfer professional workers internationally and how worker selections are made. The regulatory frameworks used by countries to control the inflow of internationally transferred professional workers (ITPW) will be examined. Strengths and weaknesses and other unique characteristics of the respective systems will be identified and compared. The satisfaction level of organizations and ITPWs involved in the transfer process will be surveyed. Results will be analyzed and conclusions will be drawn from both the organizational and individual viewpoint.

Broad in scope, this research will be restricted to ITPWs who move to four selected countries.

3 - The expatriation of Basil Pascali

Basil Pascali is perhaps the most ill-fated expatriate in fictional history. Barry Unsworht's 1980 booker prize winning novel, Pascali's Island, portrays Pascali as a frustrated expatriate trying desperately to communicate with this employer, a sultan in the Ottoman Empire. Pascali has been sent abroad to serve as a spy for his government and is tasked with monitoring the locals abroad and reporting back to his employer.

The book is set in 1908, and Pascali, an employee of the Ottoman Empire, was expatriated to a Greek Island 20 years prior. He was tasked with monitoring and reporting on the activities of the locals to his employer.

Pascali was viewed as a good cultural fit for expatriation, as he was fluent in both English and Greek, the local languages. His appearance and knowledge of local customs gave him the ability to assimilate into the local community. He was so enthusiastic to assimilate that he attended both the Greek Orthodox Church and the Mosque every weekend.

Pascali entered into an open ended employment contract, which resulted in great frustration on his part. His employer seldom communicated with him. So infrequent was his communication that he did not hear from the Ottomans in 10 years. They did not raise his salary and his financial

situation has become so dire that he has had to start giving French lessons to supplement his income.

Despite all these challenges and dissatisfactions, Pascali strived to be a model expatriate employee. He sent comprehensive periodic reports to his employer detailing his progress. As the years progress, Pascali's frustration with his employer begins to show in his monthly reporting. He pleaded for a wage negotiation or at least a response to determine the value of his work for the Ottomans.

Pascali is dissatisfied with the pay of his expatriation contract. His financial situation has deteriorated and he feels that the expatriation has prevented him from settling down and starting a family. Pascali's tenure as an expatriate pre-dated the need for labor certifications or visa renewals. In fact it seems that Pascali could stay on this assignment almost indefinitely without facing any bureaucratic hurdles.

Basil Pascali's expatriation is an extreme case. Most modern day employers would not treat their employees abroad as poorly as Pascali was. Yet his experience illustrates parallels with modern day expatriation. Ideally, the importance of language and cultural skills will be evaluated prior to departure for another country. Ongoing communication and feedback would ensure the smooth transition of expatriates and their families. Remuneration should be reviewed on a frequent basis and contracts should have a clearly identified start and end time.

4 - Outline research and literature review approach

The first step in a literature review is developing an understanding of what a literature review entails. Two guides were used to complete this goal: Chris Hart's 'Doing a literature review' (2002) and The Harcourt Brace guide to writing in the disciplines (1997). The University of Arizona guide to literature reviews was also consulted.

Harcourt proposes that the main idea behind a literature review is to 'summarize and synthesize' the ideas of others. It should also serve to keep the author 'up to date on current literature in the field'. Literature reviews can be used to track the change in perspectives in specific fields of research. Harcourt recommends selectivity when deciding on literature to include in the review. The review literature should be accurately summarized and its relevance to the current research topic should be highlighted. He writes that direct quotations should be kept to a minimum and maintains that the survey nature of the review lends itself to a summary approach rather than a comprehensive analytical approach. Harcourt identifies two organizational structures for literature reviews: chronological or thematic. The chronological approach relies on the publication date of the literature for sequencing. Conversely the thematic approach relies on the grouping of ideas to determine the layout of the document.

Hart recommends a 'summative and formative evaluation of previous work'(1998). Four phases of a literature review are identified by Hart:
- Analysis – Identification and differentiation of relevant literature

- Synthesis – Integration of the themes and principles in the literature
- Comprehension – Interpretation of the different data and explanation of how literature relates to research topic.
- Knowledge – Learning and understanding of the meaning of the literature being reviewed.

The University of Arizona calls for a thorough exploration of all the literature related to the area that the author intends to research (2004). This results in a solid working knowledge of the research area and offers an historic and comparative background for the research project. The research should also synthesize the existing literature and summarize prior research. The conclusion of the literature review should be a motivation of how the proposed research differs to the existing research and why the proposed research is relevant.

The three sources mentioned have served as guidelines for this literature review. A variety of literature search engines were used to identify articles. These included MyAthens, Google Scholar and Nottingham Trent's LLR online resources. Articles were reviewed and sorted by relevance. The literature identification process was ongoing and iterative. Once a dominant topic emerged in the preliminary literature, additional searches were performed to identify further literature relevant to the topic. The initial focus of this literature review was to identify journal articles. The search was expanded to include articles by Non

Governmental Organizations, Governments and private sect
organizations.

A thematic approach was followed. Dominant themes were
identified and broken down into sub themes. In parts of the
literature review it seemed logical to use a chronological
approach within a specific theme.

During the literature process it became evident that some
of the articles were country specific and others were
industry specific. Each article was evaluated on its own
merit. Several articles covered multiple themes and were
reviewed in several different sections of the literature
review.

5 - Current research on Intra-Company transfers

This part of the research is not country specific. The
literature used in this part of the research project was
selected based on relevance to the subject of expatriation
in general. Literature was not included or excluded from
the review based on author's country of origin or the
country that the literature focused on.

5.1 - Definition of an expatriate/intra-company transferee.

McCaughey and Bruning (2005) define expatriates as members
of organizations that capitalize on global business
opportunities by embarking on international assignments.
They do not restrict their definition to employees that
hold managerial or executive positions within the
organization. In fact it includes workers who are
reassigned overseas for training and development. Their

definition includes employees who were not employed by the
organization prior to the transfer.

Pucik and Saba's (2002) research uses a narrow definition
of expatriation when compared to their peers. They only
consider managers and executives in their study. Pucik and
Saba's define expatriation as the international transfer of
workers with executive or management knowledge. The authors
differentiate between global managers and expatriates. The
former being managers or professionals, that manage across
international borders, without physically relocating there.
In contrast, the expatriate manager relocates
internationally.

The Article 'Expatriation, Repatriation and Domestic
Geographical relocations' (Feldman & Tompson,1993)
distinguishes between the three categories of employees
that relocate for jobs within their organization.
Expatriates and repatriates require a degree of
internationalness in their assignments. An International
aspect is not required of Domestic Geographic relocations.
Expatriates fulfill long terms abroad whereas repatriates
relocations are shorter.

Tan and Mahoney's definition is as follows: 'Expatriates
are home country nationals (i.e. citizens of the country in
which the multinational firm is headquartered) who are sent
by the headquarters to foreign positions'.

In Peixoto's 2001 study of mobility within transnational
corporations, he differentiates between two sets of highly
skilled workers. Firstly, those that choose to relocate

within their organizations. Secondly highly skilled workers
that choose to relocate independently to a new country and
then take up employment at a transnational organization.
For the purpose of this study, only those who were
recruited abroad or relocated internationally, within a
transnational organization, are considered Transnational or
Intra-Company transferees. Peixoto understands that 'Trans-
nationalism' aligns in with Feldman and Tompson's study
where expatriation is required to have an element of
internationalism.

The issue of temporariness is examined by the Organization
for Economic Co-operation and Development's (OECD) in their
1998 report on trends in international migration. The OECD
looks at the concept of 'intra-company transfers' and
concludes that they are usually undertaken as temporary
assignments by skilled workers. As to the definition of
skilled workers, the OECD recognizes that different
countries have their own unique perspectives and definition
of skilled workers. These include executives,
professionals, specialized technicians and researchers.
According to the OECD, all the categorizations of skilled
workers would require tertiary education, training or
extensive work experience.

The OECD, in its 2002 policy brief, reiterates its
understanding of Intra-company-Transfers by categorizing
them as temporary and citing examples of IT workers and
Managers.

In a 2005 report by the Global Commission on International
Migrations (GCIM), the issue of temporariness is addressed

(Ruhs, 2005). For the purpose of their research, Temporary Migration Programs(TMPs), which cover Intra-company transfers, are reliant on temporary migration schemes such as work permits. If an employee acquires the right to reside permanently in the host county, they are no longer considered temporary or transnational.

Mahroum's study (1999) of highly skilled Globetrotters looks at managers, executives and professionals assigned abroad. He identifies three criteria associated with managers abroad: they are subject to corporate policy and direction, they are involved in expansion activities and they are mobile. The study addresses the issues of temporariness, noting that corporate expansion often originates from 'temporary intra-corporate transfers that later turn into long term and permanent moves'. Similar to the GCIM study, Mahroum only considers 'Professionals' in his definition of intra-company transfers.

The concept of 'contract workers' is argued in the work by Chiswick and Hatton (2002). They examine the case of contract workers in the Persian Gulf States. In the bulk of the cases these workers do not fit the traditional definition of expatriate or intra-company transferees. They are generally not highly skilled or prior employees of the organization. While these workers are international and temporary, they do not fit the profile of an expatriate professional.

The Wall Street Journal reported on the case of a Tennessee based clothing manufacturer (Phillips,2005). The company was so short staffed that they went to Turkey to recruit

skilled tailors to work in Knoxville. This is perhaps one of the more obscure faces of modern day expatriation demonstrating the complexity of defining expatriation.

While none of the Journal articles or reports cited earlier in this section offer concrete definitions of an expatriate or an Intra-company transferee, there are several dominant themes in the literature. The concept of temporariness, internationalism and professionalism are frequent topics in the literature reviewed. They all contribute to the following definition: *Expatriates of Intra-Company transferees are skilled employees that are recruited or relocated from one country to work on a temporary assignment in a second country. Assignments typically require a medium or long-term commitment but are not permanent in nature.*

5.2 - Expatriation from an employer's point of view
Harzing's (2001) research identifies several reasons why employers choose to send employees on expatriate assignments:

- To fill difficult positions, specifically in lesser developed countries where specific skill sets are not easily available.
- As a management development track, many organizations view expatriate experience as a requirement for senior management.
- As a form of Organizational development – a knowledge and culture exchange between local and head office staff. Cultural exchanges have the effect of directly

and indirectly transferring the organization's
personal and cultural control.

Harzing's cultural exchange ideas are upheld and expanded
in the 2007 research that was co-authored with Brown and
Hocking. The research identifies the development of coping
mechanisms and exposure to complexity and diversity as
additional reasons for expatriation. Winters et al.(2003)
find that expatriation can be used to expand head office
culture. As an example, the export of an entrepreneurial
culture to a country that had not previously been widely
exposed to it. Meyer (2001) finds that certain foreign
markets do not offer an adequate pool of talent to fill all
positions. Although local candidates do exist, in some
markets they constitute a small elite group that is being
constantly head hunted by other international
organizations.

Brewster (1991) confirms and expands on Harzing's list of
primary reasons for expatriation. He maintains that
expatriation allows international organizations to develop
a network of international contacts that can be called upon
in future expansions. Bonache et al. (2001) expand on the
concept of international contacts and hypothesize that
organizations may expatriate senior level expatriate
employees in order to build political contacts. Global
organizations are aware of the foreign regulatory
environments that they function in. Having employees with
knowledge of and influence in their foreign market offers
organizations strategic advantage. Streling (2008) finds
that Organizations primary motive for sending expatriates
abroad is the development of the organization. The

secondary motive is the development of the individual. Sterling's study indicates that organizations rarely expatriate workers with the eye to establishing network abroad. However many organizations acknowledge that the establishment of these networks by expatriates is a positive byproduct of the expatriation process.

Advancement of globalization and overcoming deficiencies in the domestic market are two reasons for expatriation identified by Millar and Salt (2006). The movement of expatriates is often timed to coincide with Foreign Direct Investment made by the organization in foreign markets. Millar and Salt recognize that in the 'global war for talent', organizations need to be prepared to expatriate employees in order to ensure the fusion of talent requirements and geographic locations. Bauer and Kunze (2004) see a link between successful foreign expansion and expatriation. They find that international relocation of highly skilled employees is critical to the success of the international organization. To be successful in a global market, organizations need to create 'Global Managers'. Pucik and Saba define the global manager as an executive who has a hands-on understanding of international business (2002).

Harvard Business review identified three objectives that Organizations seek to fulfill through expatriation (Bartlett & Ghosal, 2003):
- Local responsiveness – the ability to meet the needs of local clients while still maintaining head office organizational culture

- Global Integration – Expatriation facilitates an economy of scale in the global consolidation of certain business functions.
- Innovation and Learning – Organizations use expatriation to facilitate knowledge transfers and cultural perspective.

Schell and Solomon's (1997) research is mainly from the American vantage point. They maintain that in order for international organizations to become globally astute they need to consider expatriation and the international exchange of employees.

The context of building 'globally astute' employees is reinforced by Wyckoff and Schaaper's (2005) research into high-tech companies that move staff around the globe in order to obtain innovative advantage. Talented staff members are frequently relocated from less technologically advanced countries to more advanced ones. Expatriates frequently participate in advanced educational programs in the host country. Moreover, talented foreign graduates, that are not employees, are often recruited in host countries. These employees would not fit the definition of an expatriate, unless they eventually move to other countries as employees of the transnational.

Organizations elect to move key workers abroad to serve as mentors to locals in foreign markets. Feldman and Tompson's (1993) research indicates that mentoring is a means for companies to ensure career advancement and the transfer of knowledge and culture to employees in foreign offices. The

concept of shadowing a successful expatriate employee is explored by Aryee et al. (1996). Both sets of research see value in passing down expatriate experiences.

Pucik and Saba's (2002) research on Global Managers is confirmed by Shay and Baack (2004). Their research indicates that it is unusual for large multi-national corporations to have a CEO who lacks international work experience. Expatriates are important for the export of corporate culture from head office to foreign office. The culture export is a two way process. Concepts and ideas that originated in foreign offices are reincorporated into Head office culture.

Trainees are often transferred to offices abroad to receive training that is not available at their local office. The OECD study (1998) indicates that organizations are partial to this sort of exchange, as specialized training facilities can be concentrated in certain countries. Trainees that went abroad for short term training sessions would not always be considered expatriates, only those that went abroad for extended periods of time to work and acquire new knowledge. Meyer (2001) sees this differently, he finds that organizations assign expatriates to all top management positions when embarking on a new venture abroad. The aim is to have these positions filled by suitable local candidates within a few years.

Stan Lomax's book (2001 p.48) identified 'filling skills gap' as the primary reason for the relocation of employees internationally. This was followed by 'Launch New

Endeavour', 'Technology Transfer' and the 'Building of management experience'.

Mahroum's (1999) research finds that organizations send staff abroad to supervise and operate projects in lesser developed countries. This reaffirms Salt & Miller as well as Harzing's research. Mahroum also finds that organizations often assign staff to their home office in order to get to 'reach equal efficiency and quality standards'. Mahroum's research corresponds with the OECD findings that organizations sometimes embrace expatriation as business strategy rather than out of need (1998). The augmentation of head office control systems by way of moving key executives abroad is another reason for expatriation identified by Mahroum.

Tan and Mahoney see expatriation as a corporate strategy for many employers (2006). Employers expect higher level of loyalty and stronger cooperative relationships from expatriate employees than they would from local employees. In turn they offer development programs and fast track career opportunities to successful expatriates.

Thomas Straubhaar(2000) notes that organizations occasionally transfer workers to foreign markets to expand their language skills. This is an effective way of ensuring that some home office employees are familiar with the languages and cultural nuances of specific foreign markets.

The literature reviewed identifies several reasons why organizations utilize expatriation as part of their business strategy:

- Management of skill shortages or geographic skills imbalance
- Career development – Executive and management
- Cultural and Language integration throughout the organization
- Political Understanding and sway in foreign political environments.
- Consolidation of training facilities
- Export of home office corporate culture
- Acquisition of local market knowledge

The literature does not identify a single dominant motivation for the use of expatriation as a business strategy. What emerges is that many international organizations, in their quest for a global presence, employ expatriation strategies at different phases in the organizational life cycle.

5.3 – Expatriation from an employee's point of view

Bonache et al.(2001) recognize career growth as the primary motivator behind employee expatriation decisions. These objectives are often accompanied by an interest in international matters. This draws parallels to Feldman and Tompson's concept of 'Internationalness' as a requirement and possibly a motivator for expatriates (1993). Tharenou (2002) identifies 'International orientation' as a driver for employees who seek out foreign assignments. Prospective expatriates also seek out opportunities abroad that would allow them to broaden their language skills (Straubhaar, 2000).

Aryee et al. (1996) note that employees who wish to make a career at one organization, are motivated to take expatriate assignments. Individuals see foreign assignments as a way to progress within their organizations.

Recent technology graduates seek out opportunities that enable them to work in more technologically advanced and challenging environments. Wyckoff and Schaaper (2005) study of graduate students, found that many wished to work for international organizations. This allowed them to relocate to countries where they could continue studies and work with new and challenging technology.

Straubhaar(2000) recognizes that there is sometimes an economic motivation driving expatriate moves. Employees are motivated to take postings in countries with a higher standard of living in order to improve their personal financial situation. Cranfield School of Management's study indicates that some employees are motivated to transfer to more remote destinations in order to benefit from the hardship pay associated with living in that country (Brewster, 1991, p.67).

Schell and Solomon (1997) confirm the economic motivation associated with relocating to less desirable expatriate destinations. Alternatively, expatriates may be willing to move to lower paying locations if there were specific non-financial advantages. One such advantage may be the access to quality graduate education or training.

Based on the OECD's 2001 Migration trend report, workers are moving internationally more frequently than in the

past. The easing of regulations over recent years has increased workers access to foreign job markets. Some employees choose to become expatriates in order to take advantage of regulatory changes that opened opportunities that were not previously available to them. Price Waterhouse Coopers verifies this in their global study of international organizations. They note the increase in expatriates to Eastern Europe over the past decades, largely because previously closed business and labor markets have opened up.

The literature indicates that employees are motivated by financial gains and perceived long term career growth, when considering expatriate assignments. Expatriates will consider moving for specific advantage, for instance exposure to new languages, technology or education. The sense of adventure and opportunity play a motivating factor in some expatriates decisions. Latta (2006) recognizes that employees sometimes undertake expatriate assignments with an eye to future career growth. Some companies recognize this and factor it in when determining the level of compensation associated with specific expatriate assignments. Compensation could be leveraged down on an assignment that has strong future career building potential.

5.4 - Expatriate success factors.

Regular feedback is essential to the success of any expatriate (Christensen & Harzing, 2004). It allows the employee to feel like part of the team and involved in the organization. Lower expatriate turnover rates are

attributed to clear communication channels between head office and expatriates (Feldman and Tompson, 1993). Open lines of communication and participation with the head office allows the expatriate to feel that they have long term prospects at the organization. If expatriates feel that they share common goals with their organization, they are more likely to complete the assignment and stay on with the company afterwards. Satisfied expatriates need to feel that they are part of the organization in the same way head office employees do (McCaughey & Bruning, 2005). Tharenou (2002) views supportive Human Resource policies at home and abroad as a requisite for successful expatriation. 1.15 Expatriates need to develop specific career goals and understand how expatriation will help them achieve their goals. Feldman and Tompson (1993) recommend mentoring as a tool to assist expatriates in acclimating to their new work environment.

Bonache et al. (2001) study of the expatriate life cycle identifies preparation as the most important factor contributing to expatriate success. Training and development programs for expatriates are found at many European organizations. Well prepared employees who undertake foreign assignments, have more realistic expectations. McCaughey and Bruning identify pre-assignment support, in the form of career development and training, as critical success factors in the expatriation process. Training should include an acculturation component that is geared to managing expatriate expectations of the country they are relocating to. Expatriates have higher levels of cultural adjustment and are generally more successful, if they undergo pre-departure training and preparation

(Holopainen & Bjorkman, 2005). Schell and Solomon recommend that all expatriates undergo global awareness training before leaving for foreign assignments (1997,p.146). This improves cultural understanding and reduces the impact of culture shock on arrival. The authors recommend that the cultural training continue even once the expatriate is on assignment. Training and development needs to be ongoing during the foreign assignment (Feldman and Tompson, 1993). While on assignment, expatriate employees need access to training and development that can be used when their assignment is complete.

Expatriates with a higher education are more likely to succeed than those with a high school level of education. This, according to Birdseye (1993), is because college graduates have more realistic expectation of their foreign assignments. Cranfield School of Business's research indicates that language training is a useful tool for expatriates (Brewster, 1991, p.58). Knowledge of their new country's language is not always critical, as the work environment may be in their home tongue. It does, nonetheless, serve to raise the confidence level of the expatriate. Language training should be made available to spouse and family members.

Peixoto (2006) contends that organizations need to ensure that all logistical hurdles, including recognition of educational qualifications, are handled prior to the expatriate assignment commencing. Streling (2008) seconds this, finding that legal aspects, referring to regulatory issues, need to be considered when selecting expatriates.

A pre-assignment selection process is useful in identifying candidates that are likely to succeed as expatriates (Vosburgh, 2005). Organizations with histories of expatriation have the ability to carefully screen candidates for historic characteristics associated with successful expatriates (Holopainen & Bjorkman, 2005). According to Harzing's 2001 research, successful expatriates are likely to have strong communication and interpersonal skills. Candidates with previous international experience, not necessarily expatriate experience, are more likely to succeed (Tharenou, 2002). Aryee et al.(1996) recommend that organizations use personality tests to screen potential expatriates for sociability.

Feldman and Tompson (1993) correlate expatriate success with cultural distance of the destination country. Cultural distance is defined as the level of cultural difference between the home country and the expatriate's destination. Expatriate selectors must consider cultural difference factors when screening potential expatriates. Lomax recognizes cultural screening as the single most important factor when selecting expatriates (2001, p.109). Based on his research, it is the most reliable predictor of success. The candidate needs to be screened for cultural adaptability and flexibility.

Repatriation support is essential to successfully re-integrate expatriates and their families to their home countries (McCaughey & Bruning, 2005). If past expatriates have poor experiences with repatriation, they may be hesitant to undertake future assignments.

Repatriation support extends as far as ensuring the expatriate has a similar or better position, at the home office, when the assignment abroad has ended (Feldman and Tompson, 1993).

Family inclusion strategies are imperative to ensuring that all members of the expatriate family are satisfied with the process (Mccaughey and Bruning, 2005). Expatriates are less likely to succeed if they do not have all family members personally involved with the move. Tharenou (2002) confirms that expatriation success rates are higher when the spouse is receptive to the move. Harvey (1996) takes spousal issues one step further and suggest that organizations consider employing expatriate spouses abroad. Thereby negating some negative feelings harbored by spouses who have forfeited their careers for the move. Trailing spouses have the opportunity to internationalize their own careers.

A spouse's career and the impact of abandoning or postponing that career need to be addressed (Aryee et al., 1996). Research conducted by Birdseye (1993) observes that married expatriates who relocate with their families are more likely to succeed than single expatriates. This is the case if the spouse is comfortable with the prospect of a foreign assignment. Conversely Streling (2008) finds that organizations do not feel the need to rank family issues high on their list when selecting expatriates for assignments.

Alternative preparation strategies include 'shadowing', where the expatriate is allowed to work directly with the staff in the new country prior to leaving. Brewster

recommends a period of about six weeks for this process (1991, p.61). In order to manage expectations, potential expatriates need be given a realistic preview of the new job (Feldman & Tompson, 1993). This is confirmed by Schell and Solomon's research, who recommend management of expectations for all expatriates (1997, p.155).

Job satisfaction is critical to expatriate success. Birdseye points out that while job satisfaction is always important, it becomes more so for expatriates as they are often embarking on new job assignments (Birdseye, 1993). Preparation, selection, management of expectations, training, career opportunities and family matters emerge from the literature as decisive factors in determining expatriate success (Brewster, 1991, p.61).

5.5 – *How employers successfully use expatriate knowledge*

Hocking et al. (2003) observe great value in post expatriation experience. 'Knowledge applications' that expatriates bring with them need to be utilized by head offices for training of future expatriates. Expatriate experiential learning should be drawn on when organizations prepare for future business endeavors in foreign markets. Bonache et al, (2001) confirm this view and describe expatriate experiences as 'knowledge capital'.

Organizations have an advantage over local competitors if they apply the accrued knowledge capital. Feldman and Tompson (1993) note that it is expatriate experiential learning is not limited to the expatriate themselves but should include experiences by family members. Accumulated knowledge of local markets derived from expatriate

experience, give organizations competitive advantage over local rivals (Pethe, 2007).

Schell and Solomon describe Monsanto's best practices: returning expatriates are debriefed one month and three months after their return(1997, p.169). The two month time lapse, between briefings, allows returnees to consolidate expatriate knowledge with corporate experience.
The Cranfield Business school study notes that returning expatriates are at times dissatisfied with their status and job position (Brewster, 1991,p.88). If possible returnees should be assigned to positions where they and the organization benefit from their expatriate experiences.

5.6 – Reasons for expatriate failure
McCaughey and Bruning (2005) ascribe this disconnect between the Human Resource department and expatriates as the leading cause of expatriate failure. Lack of pre-assignment training and break down in communication during the assignment are cited. It is easy for expatriates to feel neglected when they are in remote locations and out of the corporate loop. The inability to adjust to international environments, lack of job satisfaction and the stress of adjusting to new cultures are all mentioned as reason for expatriate failure (Feldman & Tompson, 1993). Qi and Lange (2005) identify the inability of the expatriate and the expatriate's spouse to adjust, as the primary reason for failure.

Expatriates are required to adapt to new work environments and new home environments when undertaking foreign assignments (Minter, 2008). Minter finds that the need to

adapt to two new environments simultaneously is a major cause for expatriate failure. This is backed up by the Academy of Management's article citing 'failure to adjust to a foreign culture' as the primary reason for failure (Toh and Denisi, 2005). The authors stress the importance of pre-departure training in lowering failure rates.

The GMAC relocation survey found expatriates disappointment in the job as the biggest reason for expatriate failures (2005). This was followed closely by poor job performance and the expatriate's inability to adapt to their new environment. Streling (2008) identified technical ability and prior work experience to be the primary success factors when selecting expatriates. Kobrin finds that companies in the United States have reduced their levels of expatriates working aboard, as a direct result high failure rates amongst American expatriates

5.7 – Profile of an expatriate/intra-company transferee

Harvey's 1996 study of American expatriates found that 90% are males, and 78% were married. The Cranfield School of Management study found that only half of their sample were married and just over a quarter had children(Brewster, 1991, p.97). This study was older than the Harvey one and samples only British expatriates. Cranfield found the bulk of the expatriates surveyed to be in their late 20s or early 30s. There was another large expatriate group in their late 40s and early 50s. The dip in the late 30s and 40s age group is accounted for by families with school age children. The Cranfield study refers to the two peaks in age groups as the 'dual wave' of expatriation.

In a 2007 study of American, British and Australian expatriates, 69% were male with an average age of 40 (Kraimer et al., 2007). According to the study expatriates typically spent 2.7 years on assignments.

6. Assessment of current trends and developments in expatriation

6.1 - Who is moving and where are they moving?

Selmer et al. (2008) note an increase in the number of global careerists, people who choose to move directly from one international assignment to another. The GMAC survey supports this finding by noting that 27% of expatriates did not transfer from home countries but rather from other expatriate assignments (GMAC,2005).

The OECD notes in their 2007 study that the US captures the bulk of the professional and technical migration within the OECD community. The study showed that 55% of this type of migration was to the US, 20% to EU countries, 10% to Canada and the remainder split amongst smaller countries.

Coopers and Lybrandt (2000) found in their global study that international organizations recognize the importance of an international workforce. The study involved numerous organizations of different sizes. These ranged from an organization with only one expatriate employee to one with 4000 workers in 76 countries.

Price Water House Coopers (PWC) (2005) studied current expatriation and looked at present direction of expatriate movement. Hardly surprisingly, they found a dramatic increase in the number of expatriates moving from North America and Europe to China. The study also found

organizations increasing expatriation levels to India. PWC
also found that 42% of organization have increased or are
increasing the amount of expatriates they have in Eastern
Europe. The GMAC survey finds that the United States,
United Kingdom, China, Germany and Belgium are considered
the most active destinations amongst expatriates. China and
India are seen as the most challenging destinations.

Ruhs's (2005) research builds on this theme by noting the
emergence of free trade agreements and bilateral trade
agreements which allow for easier movement of labor and
trade. This study focused mainly on the increase of labor
movement and expatriation in Central American and North
American markets. Martin (2005) notes the same trend,
indicating that the General Agreement on Trade in Services
liberalized the movement of workers.

6.2 - Current global trends in expatriation

ORC, The Global Human resources group, issued a white paper
on dual career expatriation (Cummins, 2000). They found
that 67.5% of male expatriates were married compared to
38.1% of female expatriates. ORC identified the following
trends in international expatriation programs:

- The number of female expatriates is on the rise,
- More organizations are offering spousal assistance to
  expatriates
- Spousal issues are the primary reasons that employees
  turn down expatriate assignments

The OECD's 2007 report supports the ORC findings. They note
that a full 45% of professional and technical migrants
within the OECD community are female. The 2005 PWC study of

international assignments differs. They see no major increase in the number of female expatriates and estimate that 11% of the total expatriate population was female. This large difference in the finding may be explained by the fact that the OECD study considered all professional and technical migrants whereas the PWC study looked specifically at expatriates. Selmer et al also seemingly contradict the PWC study by noting a 'steady increase in the share of female business expatriates'(2008).

Streling (2008) finds that 82% of current expatriates are male, falling somewhere between the OECD and the PWC numbers. The Styven and Meijer (2002) study does not dispute that there are less female than male expatriates. They chose to investigate why this phenomenon occurred. The following reasons were identified:

- Organizations in the survey had fewer female professionals than male professionals in their employ.
- Husbands are less likely than wives to give up their careers for their spouse's expatriate one.
- Organizations were consciously or subconsciously less likely to select female applicants for expatriate assignments.

In terms of monetary assistance to expatriates, the PWC studies find that rates of assistance differ dramatically between industries. They found that the oil and gas industry was the most likely to offer generous incentives. This is likely due to the remoteness and hardship of some expatriate assignments in the industry.

Harris and Petrovic (2000) see organizations embracing alternate expatriate strategies with varying assignment lengths. They categorize expatriate assignments into the traditional long-term assignments, short-term assignments, international commuters and frequent flyers. The latter two being expatriation assignments that involve frequent travel back to their home base. This is less disruptive to families allowing expatriates to leave wife and children at home. Selmer et al. (2008) support Harris and Petrovic's findings in their multi-organization study. They found that many organizations are utilizing short term expatriate assignments. The PWC study finds a trend that organizations are increasingly moving towards permanent transfers as opposed to expatriate assignments. The motivation here is cost, permanent transfers are viewed as one-off costs and do not have associated repatriation costs. Moreover the study finds that those undertaking expatriate assignments are increasingly looking for flexible work arrangements and benefits. The one-size-fits-all expatriate assignment is becoming less appealing to employees.

The 2005 GMAC relocation study sees fewer organizations predicting the use of expatriates than in 1997. The survey notes that 27% of the expatriate respondents are on assignments that will last less than a year. Latta's 2006 article confirms that organizations are using multiple approaches when designing expatriate packages. Latta sees companies tailoring expatriate packages and targeting expenditures based on the unique situation of a particular expatriate employee.

Coopers and Lybrandt (2000) discuss a regulatory trend towards quotas in the management of expatriates. As an

example they cite the case of the United States numeric cap on work permit holders. The United States is not alone in this and other countries have seen the economic and political need to manage expatriate numbers. Iredale (2000) counters this by noting that highly skilled workers with sought after skills and high levels of transferability are less subject to government regulations. As an example, the study cites the seamless way information technology workers have been able to move internationally over the last few decades.

Trinder (2005) notes that organizations are increasingly looking at the repatriation process of expatriates. This was a result of high attrition rates associated with repatriates, sometimes as high as 23% in their first year back. Kobrin (2006) finds that American companies are sending fewer expatriates abroad than they were in the past. This is in contrast to European and Japanese companies which are maintaining their respective levels of expatriates. Kobrin thinks that American companies may lose some future competitive advantage with a reduction of expatriate employees. Japanese organizations were found to be the most active users of expatriates (Tan and Mahoney, 2006). Their study looked at European, Japanese and North American organizations and concluded that although Japanese organizations still actively used expatriates, their usage rates were also in decline.

6.3 – The cost of expatriation
Harris and Petrovic (2000) note that 68% of the organizations in their study conducted cost analysis on long-term expatriate assignments. This indicates that the

majority of organizations that post employees abroad are concerned with the cost of expatriation. The GMAC study supports this finding. It shows that 82% of organizations track cost before expatriate assignments and 72% tracked costs during the assignments.

PWC study identifies regulatory costs associated with relocating expatriates in the form of processing times and work-permit costs as a significant cost factor. Ruhs (2005) counters this by indicating that bilateral regulatory agreements between countries can substantially cut processing times and fees associated with expatriation. Wederspahn's (2006) study finds that the first year of expatriation can cost an organization up to three times the salary of the expatriate. These costs included regulatory, logistical, and moving expenses. Most of these costs cannot be recouped in the case of expatriate failure or attrition within in the first year.

The PWC study indicates that 95% of companies use local market rates when determining expatriate salaries. Expatriates are invariably better compensated than local workers adding to their overall cost.

Latta (2003) notes that expatriates are least expensive when compared to local employees in countries where you need them the least. The author goes on to identify housing, private school education and cost of living allowances as major expatriation expenses.

7 - A global assessment of the current expatriation trends.
7.1 - Why this study is restricted to four countries

This research was originally foreseen as a limited transatlantic study of the movement of workers between major financial and IT institutions in the United Kingdom and the United States. After initial review of existing literature, it seemed that this two-country approach was limited in scope. A worldwide study of intra-company transfer policy was envisaged but deemed too broad and complex for this research project. Ultimately the four research countries were selected because they have all been successful in attracting foreign workers in the past (OECD Policy Brief, 2002). The countries have different laws and regulations regarding the admission of transferred workers.

Despite these differences they still seem to be attractive and to a varied extent accessible to foreign professionals. There are other countries that are successful at attracting foreign professional, geographically diverse places such as UAE, New Zealand and Canada. Including all of these countries in the study would make it the study too large and dilute the amount of country specific research. Thus, the study was limited to the four research countries. Each chosen country attracts foreign workers despite or thanks to their respective policies.

A large part of this research is to identify the competitive factors within the different intra company transfer systems. The countries will be evaluated and compared using these factors. Using a smaller pool of subject countries may not have identified sufficient strengths and weakness for the comparative study of different migration systems.

This research could serve as a starting point for further studies into the effectiveness of intra-company transfer systems of additional countries. The strengths and weaknesses identified in this study could serve as a basis for an expanded study. The regulatory and bureaucratic environments that control intra-company transfers in other countries could be evaluated using the factors and frameworks identified in this study.

7.2 – Australia

7.2.1 – Brief History of Australian immigration

Australia is described as a 'Classical country of immigration' by the United Nations Educational, Scientific and Cultural Organization (UNESCO) (2003). Prior to British Colonization in 1788, Australia was populated exclusively by its aboriginal population. The British Empire moved convicts and freemen to the region during the 1700s and 1800s. The mid-19th century Australian saw gold rushes which attracted immigrants from different parts of the world including the United States and China.

The Post World War II period saw the Australian Government embracing immigration as a way of boosting the population and expanding the economy. The weak economic condition of the early 1970s caused migration to slow. This was followed by a boom in migration in the 1970s and 1980s. During this time the country adopted a points system used to evaluate and prioritize potential migrants. Hugo (2004) notes the change in composition of Australian immigrants over the last two decades. Prior to 1980 the dominant migrants groups were from Europe and the Middle East. Recent years

have seen increased numbers of immigrants from Asia and Africa.

7.2.2 - Current trends in Australian immigration

Hugo (2004) observes an increase in short and medium term migration to Australia over the last decade. This is different from the 1960s, 1970s and 1980s which were characterized by permanent migration to Australia. The Australian government increased the availability of work permits and temporary stay visas during this period. These were supplemented by an increase in working holiday makers.

Hugo (2004), in addition finds dramatic growth in the number of foreigners studying at Australian universities. The bulk of the new students come from Asia. Australian universities have become increasingly competitive with their North American counterparts and are succeeding in attracting large numbers of foreign students.

Hugo sees an increase in visa overstays and attributes this to the general increase in short term visitors. The Australian Governments uses skills targeting in its selection of migrants. The focus is shifting from technology skills to health care skills.

Birell et al. (2006) note the scarcity of technical skills in the mining industry. The Australian government uses geographic placement as part of its skills selection criteria. Certain skills sets may be considered in demand in one geographic area of the country but not in another.

Hugo's 2005 research looks at the number of Australians that leave the country on a temporary or permanent basis. Many first and second generation Australians choose to return to their ancestral homes for short or long term visits. Globalization has increased the number of people moving to Australia as well as the number of people moving away from Australia.

7.2.3 - Intra-company developments in Australia

The Australian Government (2007) offers a 457 long-stay business visa which is available to, amongst others, Intra-Company transferees. The visa is described as having 'streamlined processing arrangements to assist executives, managers and specialists on intra-company transfers. Employees of an international business transferred to Australia to work in the business branch or subsidiary'. The visa is issued for an initial period of two years and is renewable for an additional two years.

Khoo et al. (2003) note that the 457 visa was initially introduced in 1996. It was preceded by a range of 'specialist' class visas. In 1994 the government of the day deemed the specialist visas to be limited and inflexible in their scope and undertook an investigation into a replacement. The new 457 long-stay visa was born out of this process. It was considered to be less regulated and more global than it predecessors. The 457 visa scheme was introduced in conjunction with the 456 visa scheme. The latter is similar in nature to the 457 but provides for shorter term stays. The 457 visa catered to employees and owners of organizations who wished to establish branch offices, or participate in joint ventures in Australia. In

1996, approximately 8,400 457 primary visas were issued. This number grew steadily to nearly 16,000 in 2002. Birell and Healy (1997) find that the number of 457 entrants at least doubles when dependents are taken into account. Not all 457 visas went to expatriates or intra-company transferees. Significant numbers went to sponsored professionals and independent investors who also qualify for the 457 visa.

The Australian Chamber of commerce discusses Australian compliance with the GATS (General Agreement on Trade in Services) Mode 4 agreements in their 2002 paper. Although the GATS agreement calls for the liberalization of intra-company transfers involving essential workers, it does not clearly indicate what level of expatriate movement is desired. The 2003 OECD Trade directorate does little to clarify the GATS compliance issue noting that 'it is unclear the extent to which entrants under the 457 visa scheme fall under the GATS Mode 4'.

International organizations have embraced the 457 visa class. This is demonstrated by Birrell et al. (2006) in their 2006 study of the mining industry. They found that two out of three foreign workers in the mining industry had moved to their Australian job by way of a 457 Intra-company transfer. It is unclear whether the mining industry numbers are typical of other industries in Australia.

Khoo et al. find that the vast majority of 457 visa holders in multinational companies are there as intra company transferees. This indicates that organizations are using the long-term work visa to move existing staff members from

offices abroad as opposed to recruiting new employees abroad. The survey also found trends in the types of professions that are more likely to take intra-company transfers. The bulk of intra-company transferees were financial and information technology workers. Khoo et al. suggest that international organizations in Australia have embraced the concept of global labor markets and are willing to transfer workers to fill skill shortages. They also found that the majority of Australian employers are not willing to transfer or recruit foreign workers to Australia if the equivalent skills are available locally.

7.3 - Ireland
7.3.1 - A brief history of Irish immigration

Minns (2005) states the following of Irish immigration 'over the last 200 years, it has been primarily a story of emigration'. In fact it was not until 1991 that Ireland first experienced a positive net immigration flow. Prior to 1991, Irish immigration consisted mostly of refugees and spouses of Irish citizens who settled in Ireland. The great famine of 1845 set off the Irish emigration cycle that lasted 100 years (MacVeigh, 2005). This period was characterized by an almost continuous decline in population. Macveigh notes that the Irish Aliens' act of 1935 severally restricted the movement of would-be immigrants. It was not created to encourage immigration but rather to administer the small amount of immigration that invariably occurred.

Ireland's membership in the British Commonwealth ended in 1949, and was replaced by a membership in the British Common travel area agreement in the 1950s. Both of these

agreements ensured an ongoing interchange of British and Irish workers between the two countries. MacEinri (2005) notes that Ireland, unlike many other European countries, never had colonies and thus never had a 'mother country' status.

In 1973, Ireland was admitted to the European Union. This was viewed as the turning point in the immigration cycle. Barrett and Duffy (2007) note that the early 1990s was a period of change for Irish immigration. New immigration was roughly split between former Irish emigrant that returned and non-Irish immigrants. The 1990s witnessed an increase in foreign direct investment in Ireland. Multinationals had a favorable view of the country's educated and skilled work force. The Irish government's decisions in the 1970s to create a highly skilled population had paid off.

7.3.2 - Current trends in Irish immigration
Barrett and Duffy (2005) note that the majority of EU citizens have the right to live and work in Ireland. In addition to this, the Irish Government initiated a work permit system in the 1990s. Irish employers embraced this and in 2003 imported 22,000 skilled employees. Due to public pressure and the influx of EU workers, the Irish Government decided on a more restrictive work permit system. In 2006 the number of people entering Ireland on work permits had dropped to 6,600.

MacEinri (2005) sees the Irish immigration system restructuring itself as a streamlined, selective system that allows preferred migrants to enter the Irish economy on a long-term of permanent basis. Minns (2005) however

notes that the 'Permits or Permanence' discussion is
ongoing and not settled. Opponents of permanent immigration
argue that it invariably leads to extended family migration
which does not always offer economic benefit to Ireland.
The Irish Government has identified skill sets that it
views as critical for economic expansion (MacEinri, 2005).
Migrants with these skill sets are being prioritized in the
Irish immigration process.

7.3.3 - Intra-company developments in Ireland

MacEinri(2005) notes that Ireland first introduced a formal
intra-company transfer scheme in 1999. Prior to this all
intra-company transfers were handled through an array of
work permits. Organizations that can demonstrate a
legitimate presence in Ireland and at least one other EU
country are allowed to transfer staff to Ireland without
work permits. The intra-company application would simply be
adjudicated at the port of entry. MacVeigh (2003) describes
two categories of intra-company transferees that were
allowed to enter and work in Ireland without a work permit:
'Persons who are posted on an intra-corporate transfer/
secondment for a maximum period of four year to an
establishment or undertaking in Ireland which is owned by a
company or group which has operations in more than one
state' and 'Persons coming to Ireland from an overseas
company for a maximum period of three years for training,
whether or not it entails remunerated work, at an Irish
based company'.

PWC, in their 2007 International Assignments Services
briefing for Ireland, report that Ireland suspended their
intra-company transfer scheme in 2002. MacEinri (2005)

attributes the suspension of the scheme to abuse. PWC reports that Ireland implemented a replacement scheme in February 2007. It allows limited amounts of intra-company transfers, but only on a pre-approved basis. The new scheme is more restrictive than the old one and requires organizations to have a well established presence in Ireland. It also requires that organizations demonstrate that their intra-company transferee population does not exceed 5% of their Irish workforce.

Chaudhuri et al., of the World Bank, find that GATS Mode 4 intra-company transfers are generally accommodated within the EU(2004). The implication is that workers moving between EU states fit within the description of the GATS Mode 4 agreements. Additionally, intra-company transferees from outside the EU can generally move to the EU in accordance with the GATS Mode 4 agreements. The literature does not mention Ireland expressly but rather addresses the EU as a whole.

7.4 - United Kingdom
7.4.1 - A brief history of British immigration
The United Kingdom experienced negligible levels of immigration prior to the Second World War (Duvell and Jordan, 2003), consisted mostly of commonwealth soldiers and students that chose to settle in the United Kingdom. Duvell and Jordan find a substantial increase in immigration in post World War 2 Britain. Like much of Europe, the British needed labor to rebuild their damaged infrastructure. They drew largely from their empire. Laborers were recruited from the British Commonwealth. This set the scene for the 1948 Nationality Act, which

recognized the rights of commonwealth citizens to live and work in Britain. Workers from Jamaica, India, Pakistan and numerous other commonwealth countries were able to enter and reside in the United Kingdom without complication.

1972 witnessed the introduction of a more restrictive immigration policy, severely curtailing the immigration rights of commonwealth citizens (Coleman,1995). This was followed by the even more punitive British Nationality Act of 1981 which further restricted the immigration and residence rights of British overseas citizens. The act was intended to give a tighter definition of British citizenship and clarify the status of British overseas citizens with rights of abode (Coleman,1995).

7.4.2 – Current trends in British immigration

1990 saw the British Home office adopting an increasingly flexible approach to the way temporary workers were allowed to enter the country (Birrel, 1996). The Labor Government of the day decided to add an element of 'self regulation' to the process whereby international companies and organizations imported foreign workers. The legislation restricted foreign workers to a maximum period of four years. This change happened at the same time that other countries were rethinking their restrictive immigration policies and adopting a global approach to labor management.

A 2002 British Home Office Report finds that the amount of work permits issued more than doubled between 1991 and 1999. In addition, the number of extensions to work permits and length of stays also increased during this period. The

same Home Office report saw a six fold increase in the number of work permits issued to the IT, financial services and health services sectors between 1995 and 2000. Salt and Millar's 2006 research confirm this trend and discovered that the increase in work permit issuances continued until 2004 and then dropped of slightly in 2005. The immigration asylum and nationality act of 2006 was introduced to clarify and enforce citizenship and asylum laws in the United Kingdom. The act did not change the direction of the immigration system but served rather to clarify and add enforcement mechanisms to the existing legislation. In essence, the 2006 act served to confirm the existing immigration laws as well as define a framework for the enforcement of the laws.

In 2008 the British Government took a decision to move the British immigration system to a points-based one, similar to the ones used by Australia and Canada. This happened after the House of Lords Select Committee on Economic Affairs examined the entire British immigration systems as a whole and devised a new approach. The system will be implemented on a staggered schedule and will be completely in place by the early 2009. It allows for five tiers of immigration:
Tier 1: Highly skilled migrants
Tier 2: Skilled migrant workers
Tier 3: Low skilled workers
Tier 4: Students
Tier 5 Youth mobility and temporary workers.
The 2008 legislation represents the biggest change in decades to the British immigration system (Select Committee on Economic Affairs, 2008). The 2008 immigration law has

made the British immigration system more market oriented
and less family sponsorship friendly.

7.4.3 - Intra-company developments in Britain

Prior to 2008, the United Kingdom's approach to intra-
company transfers was essentially to manage them through
the existing work permit legislation (Clarke and Salt,
2003). During 1980, approximately half of the work permits
issued by the British Government were to facilitate intra-
company transfers. Clarke and Salt find a drop off in the
number of work permits issued for the purpose of intra-
company transfers between the 1980s and the 2000s. The
research offers no explanation for the decline. It is not
clear if the decrease can be accounted for by a change in
the way the government classified work permit applications
or whether it constituted a bona fide decrease in demand by
employers.

The 2008 points-based immigration legislation has specific
provision for Intra company transfers (Byrne, 2008).
Organizations wishing to relocate professional staff to the
United Kingdom will have to apply under Tier 2 of the new
visa classification. Tier 2 has a broad scope and allows
organizations to sponsor both highly skilled workers that
are already part of the organization and those who are not.
Workers who are moving to the United Kingdom as part of an
intra company transfer will not have to meet resident labor
market tests. Employers interested in relocating existing
employees to the United Kingdom, will not have to
demonstrate that the position has been advertised and that
no suitable local candidates are available.

The Select Committee of Economic Affairs notes that Tier 2 of the visa structure is a de-facto replacement of the previous work permit scheme. The major change to the process is that a list of occupational shortages is maintained by the government. Candidates with skills in the shortage fields are allowed to apply for work permits without conducting labor market availability tests. To be considered as intra company transferees, workers are required to be existing employees of the sponsoring organization (UK Border Agency, 2008). No indication is given as to whether there is a minimum employment period required of employees prior to transfer to the United Kingdom.

The UK Border Agency states that employers wishing to sponsor workers from abroad should be vigilant to comply with existing GATS agreements (2008). The agency implies that the new Tier system is in itself compatible with GATS requirements.

7.5 - United States
7.5.1 - A brief history of American Immigration
The National Immigration Forum identifies the United States as a settlement country. Martin confirms this, referring to the United States as a 'nation of immigrants' (2002). The country has a native population. Significant population growth occurred only after European settlement. 1790 was the first time that formal immigration legislation which loosely managed immigration and naturalization was passed (national Immigration Forum, 2002). Martin differs slightly and identifies 1820 as the time when a formal immigration process was implemented (2003). Between 1790 and 1942

numerous pieces of immigration legislation were implemented in order to facilitate or restrict the number and nature of immigrants (National Immigration Forum, 2002). By the end of World War 2, the bulk of race or national origin based immigration restrictions were removed from legislation governing immigration and naturalization procedures. The Civil Rights Act of 1965 eventually secured the removal of remnants of race based immigration legislation that still survived.

The 1970s saw a focus on family reunion and re-settlement of south-east Asian refugees. The introduction of the L visa occurred in 1970 (McCallen 1999). The L Visa was introduced to facilitate international business and encourage investment.

The 1980s was highlighted by the general amnesty granted to illegal immigrants in the country. The 1990s were characterized with a move away from family based immigration to employer based immigration. Additionally the number of non-immigrant visas, workers that do not have permanent residence, increased dramatically with the introduction of an array of new work permits. Amongst these was the H-1 visa which was aimed at highly skilled professionals.

Martin finds 21st century immigration levels to be at approximately 900,000 permanent residents per year (2002). In addition there were 35 million non-immigrant visas issued per year. Non-immigrant visas, which are mostly accounted for by tourist and business visas, also include work permits and student visas.

Martin finds the H-1 program has been embraced by employers (2003). Yet it was not without controversy. Various labor groups have objected to the way the visa circumvented labor market test requirements. Yearly quotas and caps were maintained by Congress who has to balance employer pressure against constituent interests (Martin, 2003).

7.5.2 - Current trends in American Immigration

The Migration Policy Institute looked at permanent residents arriving between 2002 and 2006 and found that despite the shift in focus from family-based to employer-based immigration, the bulk of new permanent resident were still family based (2007). The institute also found that employers are importing significant numbers of workers on a range of non-immigrant visas. Between 1986 and 2006 there was a considerable increase in the use of non-immigrant visas. Many of these non-immigrant visa holders chose to adjust their status to permanent resident during this period. In fact, after 1990, more immigrants acquired permanent residence through status adjustment from a non-immigrant visa that through any other method (Migration Policy Institute, 2007). Martin finds a shift in the dominant country of origin during the 1990s (2003). The decade started with professional workers being sourced from traditional immigrant countries such as the United Kingdom and the Philippines. The decade ended with the bulk of non-immigrants coming from India and China.

7.5.3 - Intra-company developments in the United States.

The L1- intra-company transferee visa has been around for almost four decades (McCallen, 1999). The visa is described

as being for 'persons who have been continuously employed abroad for one of three years immediately preceding their entry into the United States by a company in an executive or managerial capacity, or in a capacity that involves specialized knowledge' (Banta, 2007). In 1990 Congress determined that policy of issuing open ended L visas was imprudent and acted to limit the length of time the visas was issued for. However, the 1990 amendment introduced the concept of 'dual intent' to the L visa program (Singh, 2004). This essentially meant that L visa holders residing in the United States could petition for a change of status to permanent resident.

The visa is issued for a period of seven years for management and executives transferees and five years for other categories of employees. Unlike the H1 visas, the L visas are not subject to yearly quotas or caps (Singh, 2004). L visas are issued to a primary candidate, accompanying family members are issued with derivative L visas that allow them to reside in the country. Wasem finds that the L visa program was introduced as a result of the 1965 immigration amendment which virtually eliminated intra-company transfer options to the United States (2005).

The L visa has not been without controversy. In 1997 congress examined the L visa program to determine the extent of abuse after reports of the system being deemed to be notoriously porous (McCallen, 1999).

The American legislative arm is wary of the growing numbers of L visa recipients (Singh, 2004). Many in Congress maintain that the scheme is being abused by consulting

companies who view it as an immigration loophole. Although there have been calls in Congress for the complete suspension of the program, this has never happened. Whereas they have instituted numerical caps for the H visa program they have chosen not to do this with the L visa program.

The number of L visas issues has increased 363% over the past quarter century (Wasem, 2005). 2005 was the peak year when almost 123,000 L visas were issued. The bulk of L visa holders come from India with the United Kingdom coming in a distant second.

The World Bank's review of GATS Mode 4 compliance in Intra Company transfers found the L visa program to be compliant (Chaudhuri et al., 2004).

8 – The Gap in current research

This literature review was created with the intention of identifying literature sources that both competed with and complemented the proposed research project. This object was achieved; however, most of the literature identified appears to compliment my research. There was a dearth of literature that directly covered the research proposal. The gap between the existing literature and the research proposal is as follow:

The review identified the leading authors in the field, including Harzing, Miller and Martin. It also identified governmental and non-governmental institutional research organizations.

The theme of expatriation is widely covered in academic literature. The evolution of the global economy led many academics to produce quality research on the topic. Yet much of the research in the field is peripheral to the research topic proposed.

This research project differs from the existing research as follows:
The proposed research will specifically focus on the process of intra-company transfer. It will be limited to a few select countries. Strengths and weaknesses within the intra-company transfer processes of the selected countries will be identified. The research will look for competitive advantages and liabilities in the respective systems.

The research will identify the reasons that employers choose to transfer workers internationally and the motivations that drive employees to take assignments abroad. The research will quantify and analyze the extent of intra-company transfers.

These topics have not been comprehensively investigated in the literature reviewed. Much of the literature reviewed is country specific. This includes literature specific to the subject countries: Australia, Ireland, the United States and the United Kingdom. The existing literature has not synthesized the respective intra company transfer processes of these countries.

This research project utilizes the data derived from the four subject countries to establish a comparative

framework. This in turn could be used to evaluate the intra-company transfer processes of other countries.

9 - Conceptual Framework explanation
9.1 - What is a conceptual framework?

Two primary sources were used to develop an understanding of what a conceptual framework is comprised of. Fisher says 'it could be argued that the purpose of the literature review is to provide the raw material from which the conceptual framework is built' (2006, p.125). Fisher further explains that the framework is formed of patterns of concepts and their interconnections (2006, P126). Shields and Tajalli (2006) perceive conceptual frameworks being built upon a thoughtful and reflective literature review. They classify frameworks according to the research purpose and five categories of research are identified: exploration, description, gauging, decision making and explanation.

A conceptual framework is an outcome of a literature review and a precursor to a research project. It uses the raw data in the literature review to identify the most relevant concepts in the current literature. These concepts are evaluated in terms of the research proposal and in turn developed into a framework. For the framework to be relevant, it has to function as a bridge between the existing research and the proposed research. The framework serves as a motivator for new research and a validation of the existing research. The framework itself serves as a map for the future progression of the project. Concepts will be linked together and synthesized to allow for a logical representation of the research process.

9.2 - Conceptual Framework.

Ethnographic Research

Positivist Research

Australia	Ireland	United Kingdom	United States

Australia	Ireland	United Kingdom	United States

Analysis of subject regulatory process

Identify employer motivations for intra-company transfers

Identification of strengths, weaknesses, assets liabilities and competitive advantages of respective systems

Build a table reflecting the respective competitive features

	1	2	3	4
United Kingdom				
Australia				
Ireland				
United States				

Identify employee motivations for intra-company transfers

Reconcile employer/ employee motivations with respective competive features.

Analyze research data from ethnographic and positivist research

Ethnographic research will identify the strengths and weaknesses of the Australian, Irish, British and American intra-company transfer systems. Research will identify the legislative agencies that control the intra-company transfer systems in the respective countries. Publicly

available data relevant to the logistical and statistical movement of expatriates within these countries will be tallied and compared. If the publicly available data proves insufficient, additional data will be solicited from the agencies. Comparative factors will be identified and the different systems will be evaluated based on these.

The positivist research will succeed the ethnographic research. International organizations in the research countries will be identified and their level of satisfaction with the different intra-company transfer systems will be surveyed and measured. An additional survey will establish the level of satisfaction with the intra-company transfer systems amongst individual who are currently expatriates.

The outcomes of the ethnographic and positivist research will be analyzed in the thesis section of this research project.

10 - Conclusion

This critical literature review has created a knowledge platform that will serve as a basis for future research and analysis. A project path will be crafted out of the differential between existing research and the quest for further knowledge.

The next step will be the compiling of ethnographic research. This process will involve the country specific research into the logistical and bureaucratic specifics of the respective intra-company transfer systems. The outcome of this research will be a matrix driven analysis of the

competitive strengths and weaknesses of the respective systems.

The second phase of research use a positivist approach. It will be survey based and will analyze responses from global organizations to determine their satisfaction and experience with the respective intra-company transfer systems.

Document 3 Ethnographic Research

Document 4 Positivist Research

United Kingdom- Analysis of Formalized and Published immigration laws governing Intra-Company transfers.

Australia - Analysis of Formalized and Published immigration laws governing Intra-Company transfers.

Ireland - Analysis of Formalized and Published immigration laws governing Intra-Company transfers.

United States - Analysis of Formalized and Published immigration laws governing Intra-Company transfers.

Survey HR Managers at Multi-National organizations as to the effectiveness of the Intra-Company transfer systems of the respective countries. HR Managers will also be surveyed about who is transferred and why.

Survey Intra-Company transferees of Multi-National organizations as to the effectiveness of the Intra-Company transfer systems of the respective countries.

Characteristics, Strength and Weaknesses of the respective system will be identified.

Organizational Survey Results analyzed and quantified

Individual Survey Results analyzed and quantified

Respective Systems are evaluated in Terms of Strngths and Weakness and represented in Matrix form

Organizational and Individual survey results consolidated and presented in quantifiable matrix format

	1	2	3	4
United Kingdom				
Australia				
Ireland				
United States				

	1	2	3	4
United Kingdom				
Australia				
Ireland				
United States				

Ethnographic and Positivist research data consolidated and included in Thesis. Characteristics/ Strengths and Weaknesses will be compared with Individual and Organizational research feedback. Correlations and trends will be identified and explained. For example: The Ethnographic research identifies bureaucratic complexities as a weakness in the US immigration system. The Positivist Data will be examined to see if this finding can be confirmed.

11 – Appendix

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Doctor of Business Administration

Document 3

Qualitative research document

Jonathan Rodger

MARCH 2009- Resubmitted July 2009

Global, Mobile and Professional;

A 'how and why' study of organizations that turn their professional workers into expatriates.

An examination of how and why professionals move to Australia, Ireland, the United Kingdom and the United States.
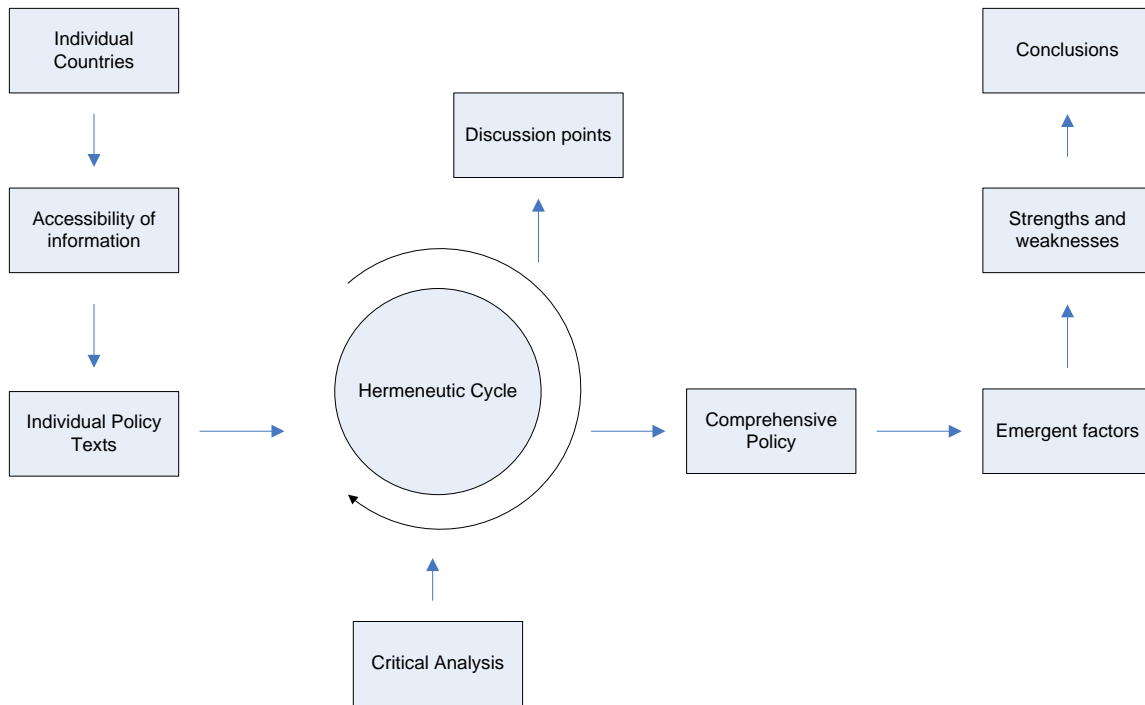
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1. Abstract

Organizations operate globally. Workers are transferred between local and international offices as they are selected for international assignments. Regulatory frameworks exist in most countries designed to control the inflow of foreign workers. Countries have different rules and regulations regarding the presence of temporary foreign workers on their soil. Some systems appear to be more efficient and generous than others.

This research project is aimed at explaining why organizations choose to transfer professional workers internationally and how worker selections are made. The regulatory frameworks used by countries to control the inflow of internationally transferred professional workers (ITPW) will be examined. Strengths and weaknesses as well as emerging themes of the respective systems will be identified and compared. The satisfaction level of organizations and ITPWs involved in the transfer process will be surveyed. Results will be analyzed and conclusions will be drawn from both the organizational and individual viewpoint.

Broad in scope, this research will be restricted to ITPWs who move to Australia, Ireland, the United Kingdom and the United States.

2. Conceptual Framework

Individual Countries → **Accessibility of information** → **Individual Policy Texts** → **Hermeneutic Cycle**

Discussion points ↑ **Hermeneutic Cycle**

Critical Analysis ↑ **Hermeneutic Cycle**

Hermeneutic Cycle → **Comprehensive Policy** → **Emergent factors** → **Strengths and weaknesses** → **Conclusions**

3. Objectives of Research

Document two of the DBA program explored the existing literature on the topics of expatriation and intra-company transfers. The existing research and identified gaps were evaluated. This document will close some of these gaps by exploring specific issues relating to the intra-company transfer mechanisms that exist amongst the subject countries.

This piece of qualitative research will identify the intra- company transfer policies of Australia, Ireland, the United Kingdom and the United States. The intra-company policies are established by the respective governments and published online through their official web sites (AGDIC, 2008; DETE, 2007a; UKBA, 2008a; USCIS, 2008a). All of the countries have set up a public web presence, usually in the form of a government run website that serves as a portal for web visitors inside and outside of the country. The portals have search engines and structured web front ends that would be equated to the website of a large corporation. The sites are easily accessible and offer fast response to queries and publish their literature online using Adobe Acrobat PDF format or HTML.

The research questions addressed in this document relate to the intra-company transfer policies and how they impact the employers and employees during the process. The potential users of this research are the organizations that need to transfer employees from one country to another and the individuals that are transferred. In addition policy makers and global strategists may use this research to assist their decision making process.

Based on the objectives of this research the following questions have been formulated:

1. What do the intra company transfer policies of Australia, Ireland, the United Kingdom and the United States look like? Are they easily accessible? Once identified are they straightforward and simple to understand or do they contain excessive official minutia that

requires a legal professional to understand.

2. Within the process of intra-company transfers there are numerous factors and issues that affect the course of transferring workers abroad. These factors range from those as simple as the availability of visas to more complex issues such as the access to private or public health coverage for intra-company transferees and their dependents. Once identified, the emergent factors will be discussed and the respective intra-company transfer systems will be judged and evaluated.

Intra-company transfers come with a financial cost to the sponsoring organization and a significant human cost to the individual and their family. There are certain strengths and weaknesses within the different systems that make one country more accessible to intra-company transferees than other countries. Are there strong points and weaknesses within the respective processes that may make organizations and individuals favor or avoid transfers to certain countries? Is some of the legislation punitive and unnecessarily complicated so as to deter applicants from applying?

4. Methodology

The author will analyze four sets of publicly accessible documents. Each set of documents needs to be evaluated as a cohesive unit. The intra-company policy documents are published by the British government, as with the other research countries, will be identified and examined individually. However, each country's set of documents will ultimately have to be evaluated as a cohesive set. Once assembled, the four sets of policy documents will be contrasted against one another.

The analysis of documents is an age old tool dating back to biblical times when scholars of the different religions explored religious texts (Cassell & Symon, 1994, p.147). The nineteenth century saw the formalization of the study of religious text under the moniker of Hermeneutics. The name is derived from the Greek word for interpreter, Hermeneus (Demeterio, 2000). The Hermeneutic approach to the interpretation of religious texts existed in the Renaissance period in different corners of the world before the process acquired its formal name and recognition as a methodology (Demeterio, 2000).

Gadamer's uses the metaphor of the hermeneutic horizon, a horizon of understanding which is neither static nor rigid, to demonstrate the perspective we have at different junctures in the hermeneutic process (1975, p.245.). Understanding, as Gadamer sees it, occurs when a fusion of horizons between our past and present horizons transpires (1975, p.306.). The past being the pre-understanding that we bring to the hermeneutic process and the present being the text that we are interpreting (Gadamer, 1975, P.306). The distance between the past and the present horizons is referred to as the temporal distance, the closing of which results in a fusion of hermeneutic horizons (Gadamer, 1975, P.291). Fusion of horizons occurs when a researcher has gone beyond their preexisting knowledge and developed new unique understanding of the text being researched (Hathaway, 2002). By implication, a researcher goes beyond merely increasing their base understanding by amplified exposure to the text, in actuality a researcher gains exponential understanding based on the researcher's pre-understanding of the subject matter. Gadamer refers to this new found understanding as a new truth, one that was not present in the researchers original horizon (1975, P.306).

Gadamer referred to hermeneutics as an internal process of speaking which is visible from the outside as our use of the world of signs (1976, p.84). He perceives the hermeneutic circle ongoing and never closed (Gadamer, 1975,P.290.). Heidegger's circle sees new information being integrated with previous knowledge during the progression of research (Hirsch, 1972).

Koch maintained that knowledge emerged through a dialog or hermeneutic conversation between the text and the enquirer (1999). Gadamer sees this as dialectical movement between the part and the whole, an ongoing conversation between the minutia of the text and its full meaning (1975, p.465). The act of reading a text and conversing are different. Dialog is an exchange involving question and answers, one which does not exist between an author and a reader (Ricoeur, 1981, P.146.) When dialog occurs, the process of information gathering is influenced by interlocutors and the surroundings. In a textual exchange this subjective influence of the immediate circumstance is removed and researchers are able to rely solely on their own pre-understandings when dialoging with the text (Ricoeur, p.148).

Koch identifies three issues critical to the legitimizing of hermeneutics as a research methodology: they are the philosophical underpinning of the methodology, the participation of the research in making or identifying the data and the trustworthiness of the research process (1996). For the purpose of this research study, the underpinnings of the methodology will be debated and a
hermeneutic sub methodology will identified and defended.
The author's prejudices and involvements in the identification of the data will be discussed as a demonstration of participation in the

research. And finally issues of credibility and integrity in the research will be addressed. Ricoeur takes the defense of textual analysis a step further by arguing that epistemologically, the concepts of interpretation and explanation are contradictory (1981, P.165). By implication, research that relies on dialog may be complicated by the research subjects attempting to explain their conversation for the benefit of the interpreter. Ricoeur indicates that the act of interpretation already has numerous subjective connotations including the reciprocity which is generated during the interpretation of the text and self interpretation (1981, P.165). He sees this reciprocity as the underpinning of the hermeneutic circle.

Silverman and Ihde theorize that during the hermeneutic process, readers or interpreters of text move from viewing words and symbols on a page as objects to viewing them as a whole (1985, p.45). They use the analogy of the words and symbols being the windows on a house that through their transparent quality give access to the contents of the house (Silverman and Ihde, 1985, p.46).

Contemporary approaches to hermeneutics are offered to us by Giddens, who is recognized for his theorizing of the double hermeneutic, draws a sharp contrast between hermeneutical research in the natural sciences and hermeneutical research in the social sciences (Kim, 2008). Giddens infers that in the case of the natural sciences, research seeks to understand the role of a scientific entity, but the research does try to develop an understanding of the scientific entity in relation to the research. In the social sciences, the double hermeneutic doesn't just study people; it studies how people understand the world (Kim, 2008).

Demeterio (2000) separates hermeneutics out into three separate processes:

1. Theory – Does the documentation we need exist and is it epistemologically valid? Demeterio maintains that the data has to be in evidence and it has to be valid, that is to say it has to available and real before the text can be examined. For the purposes of this research project, this requirement can be fulfilled by correctly identifying the internet source of the document and verifying that it is current and published by the relevant regulatory authority. The second requirement, that the source of the text is epistemologically valid, is extended to the context of internet research by ensuring texts identified on the internet are official, defined, finite and rational.

2. Methodology – Demeterio call for reliability and consistency in the quest for hermeneutic interpretations of texts. In the context of this research project, consistency is ensured through the thorough and discriminating identification of the sources and the text within these sources.

3. Praxis - 'A voluntary or goal-directed action, although it sometimes also includes the condition that the action is itself part of the end', Smith also refers to Praxis as 'practical reasoning' (1999). Demeterio calls for a full understanding of the text at hand that can only be achieved by unraveling the layers of text. This in turn allows the researcher to develop an understanding of the underlying argument or concept housed in the lower layers of the text and use this to formulate a cohesive appreciation of the text as a whole. In the context of this research project, Praxis would relate to the reading of the relevant policy text and the understanding of this text as a cohesive unit. The individual pieces of the policy text cannot exist on their own as they have to be considered in the context of the full policy.

Cassell and Symon (1994, p.151) offer a more practical and less holistic approach to hermeneutics prefacing any hermeneutic research as the 'clarification of that which is unclear'. Their book is intended for modern practitioners of hermeneutics and does not cater to the religious hermeneutics.

1. Access to the text or documentation - This stage is similar to Demeterio's (2001) first process where the epistemological validity of the data is questioned. Cassel and Symon (1994, p.151) take a more pragmatic approach in that they require that the data is available, valid and relevant. In the context of this research project, the availability requirement is met by the existence of the internet. The validity requirement is met by the existence of official government published websites and the relevancy requirement is fulfilled by the screening for current documents.

2. Checking for Authenticity – Building on the access stage, the verification of authenticity seeks to establish that the data is legitimate. For the purpose of this research, authenticity will be ensured by only using official government published documents regarding regulations and legislation.

3. Understanding the documents – This stage touches on the essence of hermeneutics, the

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understanding of a single document in the context of other documents. Do documents contradict one another? Are some documents more current than others? Does some text reference other text and is the secondary reference text available?

4. Analyzing the data – This penultimate stage corresponds to Demeterio's (2000) Praxis phase, where the researcher is required to delve deeper into the documentation. Cassel and Symon (1994, p.151) see the research moving from literal to interpretive during this stage. Researchers go from understanding the context of the text as a whole to the process of assigning meaning to the text as a whole.

5. Utilizing the data – In Cassell and Symon's (1994, p.151) final stage, the researcher puts the previous stage's interpretive findings to use by effectively putting Demeterio's (2000) Praxis phase into practice. Demeterio does not see action on the interpretive data as part of classic hermeuntics. In fact this is where Demeterio (2000) and Cassell & Symon (1994, p.151) differentiate their approaches, the latter assuming a business reason for the research and expects the researcher to act as a result. This research project will utilize the interpretive finding of stage four by identifying the dominant themes and issues of the respective policies and evaluating these policies in opposition to one another.

Szabo (1996) takes a distinctive approach to modern hermeneutics, using the original hermeneutical construct of message analysis. He argues that hermeneutics is as useful in a modern day analysis as it was to the religious scholars of old. Noorderhaven (2000) offers a similar description of hermeneutics, stating that it is a "reality that has to be understood by reading it as a system of signs". These signs in turn have to be interpreted and understood or reconstructed to the original intention of the author.

Szabo (1996) explains his understanding of a hermeneutic circle as the process whereby a whole cannot be understood without a basic understanding of the parts and the parts cannot be understood without comprehending the whole. The hermeneutic circle will factor into the current research paper as each of the subject countries policy on intra-company transfer is communicated via a series of documents, aimed at different audiences but constituting a policy as a whole (Marschan-Piekkori & Welch, 2000, p.51). The concept, understanding single elements with the eventual purpose of understanding the whole, is recognized by Marschan-Piekkori and Welch(2000, p.51). They too recognize the hermeneutic process as a circle with lower level texts giving meaning to a whole document and vice versa, shifting the theory to a lower foundation by concluding that the individual words and paragraphs in a document have to be seen in the context of the text as a whole (Marschan-Piekkori & Welch, 2000, p.53).

Gadamer approaches the concept of circular hermeneutics with his observation that understanding is a productive process whereby interpretations will continue changing with each reception of the text (Gadamer, 1975 P.191).

Marschan-Piekkori and Welch (2000, P.53) see an increase in recent years in the use of hermeneutic methodology in International business research. The authors note the usefulness of hermeneutics to researchers that are

functioning as cultural outsiders trying to make sense of a foreign business environment. Marschan-Piekkori and Welch's book draws contrasts between the logical empiricism of scientific research and the hermeneutic circle, concluding that the latter offers viable alternative as a qualitative research tool in the field of International business research(2000, p.52). They do not see hermeneutics as a radical breach of the existing international business research approach but conclude that it is less process oriented than other traditional methodologies employed in this type of research (Marschan-Piekkori & Welch, 2000, p.53).

Szabo(1996), Noorderhaven(2000), Cassell & Symon(1994) and Marschan-Piekkari & Welch (2000, p.51) take a contemporary approach to hermeneutic research. While none of them specifically mention the relationship between modern hermeneutic research methodologies and the internet, they all consider recent business-oriented research material to be appropriate for hermeneutic research.

Gadamer's stresses the universality of hermeneutics, referring to the broad scope of the methodology (Truth and Method, P189) Universality, in its expanded form, accommodates the contemporary approaches to hermeneutics as outlined by Demeterio and Cassel and Symon, all of whom reference Gadamer when explaining the practicalities of their approaches.

5. Hermeneutics and the Internet

Gadamer's epistemology dictates that knowledge is gained through dialog or interaction with text and that personal background and prejudices influence this dialog (Gadamer, 1975, p.505). The process of locating information on the internet is equivalent to the dialog or conversation defining the text for hermeneutic research. The searching and identifying is an interactive process. Gadamer did not live in the electronic age so his epistemological approach could not include direct reference to contemporary electronic search utilities. Despite this, the basic premise remains, the researcher's dialog with the internet, albeit electronic rather than vocal, is influenced by the researcher's background. In turn, the act of conducting research on the internet is iterative in itself with the research delving deeper into links and reference that initial searches turn up.

Koch, a contemporary scholar of hermeneutics, states as his second requirement for a successful hermeneutical research, the researcher participates in the making of the data (1996). The internet, by its very nature, is a participatory process. The act of searching, identifying and filtering relevant documents requires active participation in the hermeneutic process.

Szabo(1996), Noorderhaven(2000), Cassell & Symon(1994) and Marschan-Piekkari & Welch (2000, p.51) take a contemporary approach to Hermeneutic research. While none of them specifically mention the relationship between modern hermeneutic research methodologies and the Internet, they all consider recent business-oriented research material to be appropriate for hermeneutic research.

6. Criticism of Hermeneutics
Rothard (1987) argues that "Hermeneutics is not a science and is rhetorical in nature". While it would be difficult to defend hermeneutics as a scientific approach to research, that should not eliminate it as justifiable research methodology (Rothard ,1987). In fact other authors on the subject motivate for the use of hermeneutics precisely because of its unscientific nature (Szabo, 1996, Noordhaven, 2000).

They note that textual research often lends itself to a more flexible type of research which allows the researcher an abstract approach to the review of the text Szabo, 1996, Noordhaven, 2000). Rothard's (1987) criticism of hermeneutics as rhetorical is for the most part aimed at the concept of the hermeneutic circles which he sees as self fulfilling or prophetic in outcome.

Ultimately Rothard (1987) sees any hermeneutic outcome as contrived. What the author may have missed in his criticism is that the hermeneutic circle is an iterative process and the construction of a whole understanding of a body of text may perhaps take several successions (Noordhaven, 2000). The rhetorical or perceived outcome may be refined during the hermeneutic circle, resulting in a modified outcome. Generally a proponent of hermeneutics, Noordhaven (2000) does level similar criticisms of the methodology. Noordhaven (2000) hypothesizes that hermeneutics research generally starts from a prejudice and is invariably subjective. These critiques correlate loosely with Rothard's (1987) concern over rhetoric and lack of scientific basis.

7. In Defense of Hermeneutics – Aren't all Text Studies Hermeneutic Studies?
What differentiates hermeneutic research methodology from other methodologies is that it is not linear in approach. There are no predefined starting points and no specified ending points (Noordhaven, 2000). Gadamer entrenched the concept of hermeneutics being a cyclical process by identifying the circles as a metaphor in his philosophy (1975 p.190). It is a circular process that establishes a greater perspective on the text and a more absolute understanding of the whole with each iteration of the Hermeneutic cycle (Noordhaven, 2000). Other textual research methodologies involve comprehensive reading of all the established subjects texts without

establishing relevancy and validity or seeking to understand the text as a whole instead of a set of parts (Demeterio 2000).

Hermeneutic methodology also differentiates itself from other methodologies by acknowledging the researcher or interpreters background. Gadamer describes understanding as a historical relationship, recognizing that the past experiences of researchers factor into the outcome of the research (1975, p.299). A more clinical study of text may require a researcher to be completely impartial and neutral to the research.

Universality of hermeneutics makes it a broad methodology and does not limit itself to specific topics. This is confirmed by the use of statutory hermeneutics, a relatively modern branch of the methodology (Eskridge, 1990).

8. The Prejudiced Researcher
Heidegger's ontology and question of self being draws deep philosophical implications, paralleling the reader existence with that of the text (Levinas,1996). His thinking states that researchers can never understand others experiences, including those of the author's who wrote the text that is being researched. The only way to overcome this limitation is to integrate themselves in the understanding of being of the authors (1962). Gadamer sees prejudice as something inalienable, pronouncing those who claim to be free of prejudice as naïve (1976, P.94). For the purpose of this research project, Heidegger's level of self analysis and introspection seems needless and more applicable to an ontological religious research. The research text is established and verifiable and the implication of statutory hermeneutics runs contrary to the whole oneness invoked by the Heidegger's ontological approach to hermeneutics. Gadamer takes a more contemporary approach and one that is

more applicable to policy research questioning a reader's prejudices and knowledge. Gadamer called on researchers to recognize their biases and prejudices and use them as part of the hermeneutic process, fulfilling the fusion of horizons where the gap between the text and interpreters knowledge is bridged (1976, p.94). Gadamer identifies researcher's prejudice as part of the past horizon in the fusion of horizons metaphor. Koch expands on issue of prejudice by concluding that people are self interpreting and construct their own realities based on what is important to them (1996). The meeting of prejudice and understanding of the text is referred to as textual exegesis, referring to the finding of meaning (Ricoeur, 1981, P.108). Ricoeur sees textual exegesis occurring after the knowledge gained from multiple readings of the text melds with the researchers pre-understanding (Ricoeur, 1981).

Hermeneutic researchers need to be aware of their own backgrounds and experiences before they can properly insert themselves into the hermeneutic circle (Koch, 1996). Hathaway speaks of pre-understanding rather than prejudices, which he sees as a positive and necessary attribute of a researcher (2002). He maintains that pre-understanding is essential for the hermeneutic cycle to start (Hathaway, 2002).

9. Hermeneutics and the Law, will it hold up in court?
Statutory Hermeneutics – and how it will be used in this project.
Eskridge sees Gadamer's hermeneutics as a legitimate tool for the interpretation of statutes allowing for jurists and policy makers to move beyond the limitations of basic text (1990). Gadamer was partial to the use of hermeneutics in theology and law, saying that these types of texts' present the problem of awakening a meaning petrified in letters from the letters themselves' (1976, P.90).

While Gadamer does not refer directly to statutory hermeneutics, he views hermeneutics as a conversation between the current perspective of the researcher and the historical perspective of the document (Eskridge, 1990). Mootz considers statutory hermeneutics from the perspective of common law interpretation versus that of constitutional interpretation. While the former relies on a mechanical interpretation, the latter lends itself to a more hermeneutic approach (Mootz, 2006). Eskridge uses Gadamer's hermeneutics to interpret the outcome of a United States Supreme Court case, allowing him to apply statutory hermeneutics. He defends his research decisions in the following ways: Supreme Court cases in the United States are reliant on nine judges interpreting a constitution, some of whom have a strong knowledge of the case at hand and others do not. Some of the justices view the constitution as a living document while others refer back to the founding father's original intentions. Eskridge relates the constitutional interpretation back to Gadamer's prejudice and fusion of horizon metaphors (1990). The Supreme Court judges have dynamic horizons, influenced by the changing legal culture. This results in a dynamism that is equated to Gadamer's fusion of horizons (Eskrige, 1990). This idea of intentionalism is revisited by Eskridge in 1990, where the researchers reexamine a 1960s law using hermeneutics (1990). Eskridge delves into a more dynamic approach to intentionalism called dynamism (1987). This process of evaluating original intent and the ensuing interpreted intent that is manifested in legal precedents, forms the basis of legal philosophy of judge's legal philosophy (Dworkin, 1982). Legal philosophy in itself is a part demonstration of the hermeneutic process, a thinking that is based on original intent, precedents and courtroom arguments. Essentially this is

the blending of original intent with evolutionary intent. Original intent is patterned by judicial and statutory interpretations that have come into existence since the original publication of the text (Eskridge, 1987). The original intent of the authors of the legislation is incorporated into their statutory hermeneutic research. The more mechanistic approach of statutory interpretation relies on the legal doctrine of 'stare decisis' which literally means the decision stands. Eskridge notes that this approach to law and statutes has come under attack by legal scholars who contend that justices need to take a hermeneutic approach allowing their pre understanding and past experiences to supplement their legal knowledge and understanding of existing statutes (1990).

Jorgeneson suggests that Gadamer's concept of universal hermeneutics, a methodology that is as useful in the interpretation of ancient religious scripts as it is with modern statutes (2006). A later article by Mootz examines the law and hermeneutics and concludes that law 'is neither empty nor sufficient to determine answers to legal questions' (2008). He cites the United States Supreme Court decision in the case of Brown vs. the Board of Education as an example of statutory hermeneutics noting that the justices' decisions in the case were largely rhetorical rather than logical (Mootz, 2008). The implication being that the justices reviewed the statutes before them, the same statutes that had been reviewed previously and reached a different conclusion (Mootz 2008). Gadamer sees law and morality as issues that are constantly being developed, noting that judges not only apply the law but also contribute to it (1975,P.38). Legal positivism, to the extent that universalism and the law are permanently binding, is in modern times largely unsupported (Gadamer, 1975, p.518). Gadamer infers that legal interpretation has to be infinite versatile in its application.

Szabo's (1996) understanding of the subject is centered on hermeneutics and the law, an approach that dovetails with this research papers analysis of policies and regulations. The author cites the example of how a hypothetical court of law interprets a document. The judges are required to understand the context and bearing of the document and deliver a modern day understanding (Szabo, 1996). While this research project will not be required to delve into the minutia of the law or seek to find established precedent within existing regulations, it will be required to view policy documents and regulations as a sum of individual parts.

10. Why Hermeneutics? What Alternatives Methodologies were considered?

Discourse analysis is a research methodology used to analyze text and speech in a variety of different disciplines (Marschan-Piekkori and Welch, 2004, p.85). This research project considered discourse analysis as a possible alternative to hermeneutics.

Its preciseness and usefulness are under dispute, with Frohmann (1992) noting that discourse analysis is only as useful as the incoming assumption upon which the research is based on. Thomas (2001) directly links discourse analysis and hermeneutics together noting that 'The hermeneutic procedures is a recent development that usually goes by the name of discourse analysis. Generally speaking, discourse analysis is an attempt to study the organization above the sentence level'. Fundamentally, discourse analysis relies on assumptions and the viewing of a problem "from a higher stance" seeking to find higher awareness of motivations in text or speech (Frohmann, 1992). Wodak sees discourse analysis taking a micro analytical role with linguistically focused research being conducted at the word and sentence level (2007). This level of

detail may prove counterproductive in policy analysis where sentiment is secondary to detail. Conversely, the hermeneutic circle takes a multi level approach calling for examination of the textual research material parts as a way to understand the whole (Noordhaven, 2000).

Ultimately the decision to use hermeneutics rather than discourse analysis was based on the latter methodologies single-threaded micro focus clinical approach to research.

11. How Hermeneutics Will Answer the Research Questions

At the outset of the research project, the research objectives were outlined and two specific research questions were identified.

The first research question establishes the nature of the intra-company policies of the respective countries and considers their accessibility and nature. In terms of hermeneutic methodology, the first step in the research process is to establish the existence and validity of the documents. Once all the subject matter is identified and assembled, the researcher will initiate the hermeneutic research process. This will include an assessment of the researcher's pre-understanding and how this pre-understanding relates to the present hermeneutic horizon, the initiation of the hermeneutic circle, and ongoing assessment of the present hermeneutic horizon.

The hermeneutic process will allow for the fusion of horizons between the researchers pre-understanding of the subject matter and the policy texts. In practical terms this means that documents will be reviewed and knowledge derived from the policy document. This knowledge will be shaped by the researchers past experiences. The hermeneutic iterations will allow dominant themes to emerge from the document. The researcher will

alternate between the policy documents of each country, in the process, themes and ideas will be identified in the policy texts of one country. The researcher will then seek out equivalent themes in the policy texts of the other countries. A protracted iterative review of the documents will result in an ongoing incremental knowledge of the emergent themes and a whole knowledge of the documents will be established.

12. Hermeneutics and this Research Project

Paterson and Higgs identify the need to ensure credibility of the hermeneutic research projects (2005). They identify three factors that are integral to ensuring the credibility of the research: authenticity, plausibility and trustworthiness. Von Zweck et al. recognize credibility as an essential factor in hermeneutic research and add rigor and ethics as critical success factors.

All policy documents used in this research project will be accessed through the official government websites ensuring their authenticity.

A comprehensive and rigorous search for information and policy documents will be conducted to ensure that all relevant research material is identified.

Ethical approval for this project has been sought from and granted by the College Research Ethics Committee of Nottingham Trent University.

13. Hermeneutics in other Text Based Research Projects - the practicalities of researching policy documents

Paterson and Higgs used hermeneutics as their research methodology in their study of professional practice in the health care industry (2005). Their research applied Gadamer's fusion of horizons and hermeneutic circles spirals as research metaphors. Three

hermeneutic metaphors, the fusion of horizons, hermeneutic dialog and hermeneutic circles are grouped together by Paterson and Higgs and referred to as hermeneutic spirals (2005). They used the spiral metaphor as a practical tool for combining the other hermeneutic metaphors and tracking the progress of their research. The spirals themselves are overlapping and can contain parts or wholes of the other hermeneutic metaphors. The hermeneutic spiral requires multiple dialogs between the text and the interpreter. Each spiral requires a deeper examination of the subject matter and in turn a greater fusion of horizons. A broad hermeneutic spiral will insure that research is performed rigorously (Paterson and Higgs, 2005).

A research journal is a practical tool that helps track the progress of the hermeneutic research and identifies emergent themes and ideas (Paterson and Higgs, 2005). This approach helps researchers ensure that texts being researched are relevant to the research questions posed.
Hermeneutic research requires researchers to read the text in the context of the research questions. Once this process is complete the researcher may identify sub research questions that have arisen as a result of the initial reading (Paterson and Higgs, 2005). This in turn forms the first fusion of the text and the researcher's viewpoints.

A 2008 research project analyzed the level of workforce integration amongst migrant workers and used hermeneutics as a research methodology (von Zweck et al.). The authors applied Gadamer's approach and chose to use statutory hermeneutics rather than a stringent ontological one. The project required researchers to identify and examine policies and publications that originated at the federal, provincial and local levels of government (Von Zweck et al., 2008). Their use of a hermeneutic spiral

extended to the process of identifying documents, where the first round of text identification and examination led to additional identification of texts. In effect the initial round of the hermeneutic spiral not only increased the researchers understanding but also identified supplemental text relevant to the research project Von Zweck et al., 2008). This may be a typical outcome of the applying hermeneutic spiral in statutory hermeneutics.

14. The Research Journals

A research journal, as delineated by Paterson and Higgs, will be kept during the research process (2005). The journal will be attached to this document as Appendix A and will identify emergent themes and ideas. Koch sees the researcher's personal experiences and background as an essential part of the research journal (1996). While the journal may not directly reflect the researcher's background, it does provide a context for the research to take place (Koch, 1996).

15. The Research Process

After exploring hermeneutics and its relevance to modern day business research, this researcher will apply the following concise understanding of hermeneutics to this research project: 'Hermeneutics is an interpretive process. Hermeneutics is the study of established work, text, documents and regulations. All text needs to be verified for integrity, authenticity, relevance and epistemological validity. Hermeneutics is a Universal process, a methodology that is useful for the interpretation of modern days policies and ancient religious text. It uses the researcher's pre-understanding as a tool in the research process.' This appreciation of hermeneutics is derived from the works of Szabo(1996), Noorderhaven(2000), Cassell & Symon(1994) and Marschan-Piekkari & Welch (2000, p.51) Demeterio

(2000) Gadamer 1976 Koch (1996), Hatahway (2002) and Eskridge (1990) .

In hermeneutics, parts make up a whole and neither can be understood individually. To understand parts and whole in context, a hermeneutic circle needs to be used. The subject matter in this research project originates from four different statutory authorities. The texts have in common their desire to create regulatory policy that manages the foreign workers in their country. The authors of these texts, the law makers and policy scribes, have their own prejudices. Collectively they have created and published four sets of documents that are subject to interpretation. For the purpose of this research, the principles of statutory hermeneutics will be applied and the author will fuse personal prejudices, experience, back ground and pre-understanding to formulate a statutory understanding of the text. The policies will be treated as living documents that can be interpreted in the context of today's business environment and the author's experiences. In a final defense of the chosen methodology the author has identified the following arguments:
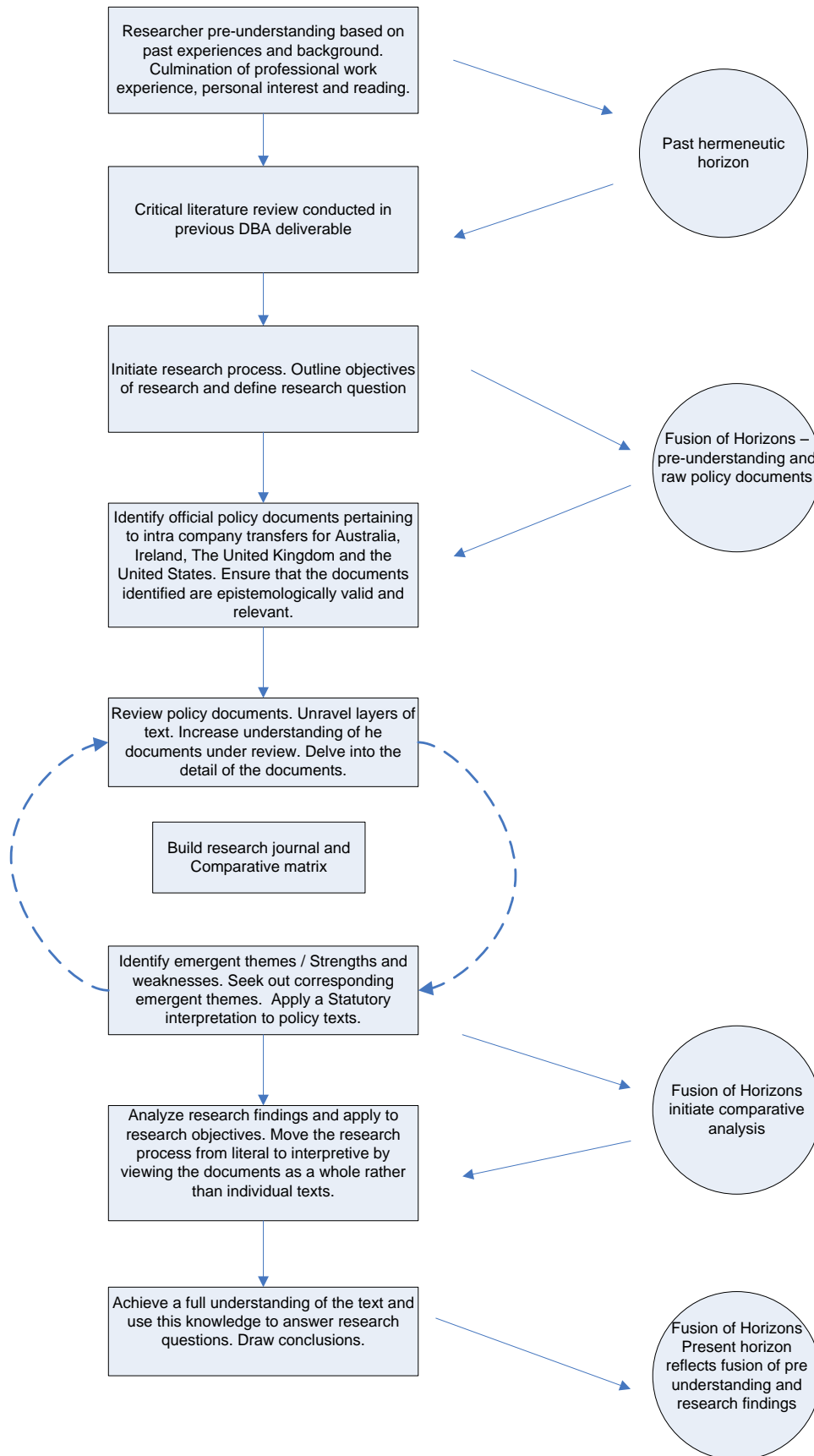Hermeneutics relies on past experience, this researcher has past experience
Hermeneutics relies on iterative process – this author will conduct an iterative process
Hermeneutics is recognized as a relevant methodology for statutory research. This research project will analyze policy documents which are similar in nature to statutes.
Hermeneutics is naturally an iterative methodology that requires multiple readings of the text. The researcher revisits the research questions and identifies sub question and emergent themes in the process.
Contemporary hermeneutics, as used by Paterson and Higgs and von Zweck et al., defends the credibility of hermeneutic research. The author of this study will demonstrate the credibility of the research.

The practical execution of the research will combine Demetrio praxis model, Cassel and Symon's five steps in practicality and Paterson and Higgs' hermeneutic spiral.

Researcher pre-understanding based on past experiences and background. Culmination of professional work experience, personal interest and reading.

Past hermeneutic horizon

Critical literature review conducted in previous DBA deliverable

Initiate research process. Outline objectives of research and define research question

Fusion of Horizons – pre-understanding and raw policy documents

Identify official policy documents pertaining to intra company transfers for Australia, Ireland, The United Kingdom and the United States. Ensure that the documents identified are epistemologically valid and relevant.

Review policy documents. Unravel layers of text. Increase understanding of he documents under review. Delve into the detail of the documents.

Build research journal and Comparative matrix

Identify emergent themes / Strengths and weaknesses. Seek out corresponding emergent themes. Apply a Statutory interpretation to policy texts.

Fusion of Horizons initiate comparative analysis

Analyze research findings and apply to research objectives. Move the research process from literal to interpretive by viewing the documents as a whole rather than individual texts.

Achieve a full understanding of the text and use this knowledge to answer research questions. Draw conclusions.

Fusion of Horizons Present horizon reflects fusion of pre understanding and research findings

16. The Research:

The Researcher's Pre-understanding

The researcher has been exposed to the immigration systems of all of subject countries. The American, Australian and British systems have been experienced at the professional level whereas the Irish system has been experienced at the tourist level. Although the researcher is not qualified as a lawyer or legal expert, the researcher has had training in law at the undergraduate and graduate levels. The researcher has family and friends that have experienced the immigration systems of the subject countries and other countries.

The Literature Review

A literature review was conducted as the second document in the Doctor of Business Administration program. The review covered published works and articles relevant to this project. The review generated a broad perspective on the subject matter. None of the policy documents for the countries in this research were discussed in detail.

Accessibility of Data

This research will rely on four distinct groups of documents: the tenets relating to the inflow of intra-company transferees into Australia, Ireland, The United Stated and The United Kingdom. These documents will be identified and accessed using the Internet. Once all the documents have been identified, and the respective official websites that regulate immigration policy have been explored for documents, four sets of comprehensive policies will be assembled for content analysis.

Data Gathering

The four sets of documents will form the base text for this research. A hermeneutic research process will be initiated. The first step in this process is to read all the documents, followed by the formation of an understanding of overall policy within the individual sets of documents. After several iterations of this hermeneutic circle, an understanding of the whole must emerge. From this understanding, further analysis into dominants themes and emergent factors will be undertaken. Eskridge followed a similar process for his 1990 study where he set about identifying all court documents related to the case he was researching. This included the original court brief, the legal arguments and the arguments of the Supreme Court justices that ultimately ruled on the case. Eskridge does not detail the method of document gathering he used .His research was conducted prior to the advent of the Internet but well into the information age, it is possible to assume that he used an electronic library search engine. Paterson and Higgs' 2005 study relied on public and private information. Caution was taken to ensure the anonymity of the data which was acquired from a private archive as opposed to the public data which was largely accessible via the internet. This research project relied completely on publically available internet sources. The data was accessible and verifiable. In all cases a Google internet search identified the official websites of the respective governments. Delving into these websites by way of indexes and search engines identified the relevant documents. The search engine was plied with terms related to the research. Terms such as 'inter', 'Transfer', 'inter company', 'work permit', 'expatriate' successfully identified documents that were relevant to this research project. Paterson and Higgs undertook a similar document research process using the internet (2005). Their study was restricted to Canadian federal, provincial and local government agencies. The government websites were identified and accordingly analyzed.

First Hermeneutic Cycle:

All documents were read comprehensively. Basic notes were

taken and important themes identified. Observable themes in specific policy documents were either highlighted or notated at the top of the policy documents. Policy documents with specific themes were physically arranged in perceived order of importance. The amount of documents identified differed greatly for the respective countries. Eskridge identified a particular 1965 law as his primary and most relevant document in this hermeneutic cycle (1990). Von Zweck et al. identified central policy documents that are both primary and universal in their hermeneutic research (2008). In Mootz's example of hermeneutic research, he uses a Supreme Court case as the centre piece of the research and allows his hermeneutic example to proceed chronologically from that point (2008).

This research project adopted the idea of having a primary document as a centre piece of the research. In this case four documents were required, one for each country in the study. In the case of Australia, the 'Sponsoring Overseas employees to work temporarily in Australia' offered an insight into the mechanisms of the Australian intra-company policy (AGDIC, 2007a). The Irish Government's document 'Guide to intra-company transfer permits' offers a similar, albeit less detailed, understanding of their policy (DETE, 2007a). Both documents identified issues and themes that were documented and sought out in a later document. The British policy is highlighted in the 'Intra-company transfers and overview' document (UKBA, 2008a). The American document entitled 'Intra-company transferees', outlines the basis of their policy and serves as the primary document in the policy (USCIS, 2008c). Unlike Mootz's central hermeneutic document, which is primary in that is the oldest document in the review, the primary documents in this review were not the oldest in their set (2008). This

research uses these primary documents in the same way as Von Zweck et al., allowing the primary documents to serve as an anchor and a starting point in the hermeneutic process (2008).

Second Hermeneutic Cycle
Themes and ideas emerge for a policy document of one country. Policy documents of the other countries were reread with the intent of identifying corresponding themes or ideas. A hand written spreadsheet was created to track emerging themes and ideas arranged for comparison purposes. Von Zweck et al. too initiated a comparative analysis in their second hermeneutic cycle (2008). It was in this cycle that they began to see the data as a whole, in this phase they experienced their first fusion of horizons identifying the central themes of their study. Paterson and Higgs note the emergence of dimensions which resulted in the updating of their original research questions with a series of sub questions (2005). The sub questions embody the emergent themes that emerge in this hermeneutic cycle, representing an emergence of understanding that raises new issues, themes and questions. This process serves as the fusion of hermeneutic horizons and allows this researcher to initiate the comparative analysis process. Eskridge invokes Gadermerian hermeneutics in his dynamic interpretation of the court documents he is researching (1990). This stage of Eskridge's research loosely fits with the second hermeneutic cycle; where Eskridge identifies emergent themes in court documents and is assessing the importance of time over precedent (1990).
As an example of a parallel to Eskridge's process, this research project identified a 2002 act of Congress authorizing spouses of intra-company workers to seek work in the United States (USCIS). This 2002 act is detailed and explains the current policy literature on the USCIS. In effect a 2002 law was read and

compared to a 2008 policy document on the USCIS website. Likewise the 2002 memo issued by the USCIS concerning changes to the blanket petitions policies, offers this research project insight into the original thinking behind the current law (USCIS,2002a). Whereas Eskridge's law, time and precedent analysis relies on a longer period of time than the documents in this research project, the principle remains the same(1990).

The United Kingdom Border Agency (UKBA) makes references to changes in the British law (2008a). The UKBA offers a comprehensive historical context of the new immigration laws (UKBA, 2007). The document does a solid job detailing the past immigration laws and the reason that they have been modified. In addition the UKBA offers a link to the Office of Public Sector Information which has the actual test of the 2007 UK Borders Act (OPSI, 2007. The two documents published by the UK government are not historical, however they do document historical changes in policy and provide enough material for statutory interpretation to take place. This differs from Eskridge's approach in that the UKBA Borders Act document is an account of the historical process as defined by the author of the policy document. Despite this the UKBA Border's Act document provides space for statutory interpretation. As an example the premise of the UK's immigration overhaul is based on the need to simplify (UKBA, 2007). This notion of simplicity or efficiency emerges as a theme in the rest of the UKBA policy text.

The Australian immigration website offers access to original immigration legislation from 1958 and 1994 (AGDIC, 1999a, 1999b). The earlier document offers insight into Australia's post war immigration policy. The emphasis is on permanent migration but there are allowances for business sponsors who need access to temporary foreign workers (AGDIC, 1999a). The 1994 legislation has a broader focus on temporary versus permanent migration with expanded business sponsorship options (AGDIC, 1999b). Both documents have a strong emphasis on the theme of employer compliance. These documents, with their 36 year time frame between them, offer an example of Eskridge's dynamic interpretation documenting the evolving approach to business sponsorship.
The Irish immigration website offers no historical perspective.

Third Hermeneutic Cycle
Individual policies were delved into at a detailed level with an eye to a statutory interpretation; effectively this meant looking for a historical element in the document that could give insight into the author's intent. This cycle also included an initial comparison of the ideas and themes identified in the second hermeneutic cycle. The policies of the individual countries were evaluated in terms of the ideas and themes and country specific strengths and weaknesses were identified. The themes that emerged in Von Zweck et al. previous hermeneutic circle are fleshed out into broader research themes (2008). The final hermeneutic spiral saw Paterson and Higgs returning to the whole, effectively using the research finding of the previous cycles to formulate a comprehensive understanding of the literature (2005). While Paterson and Higgs did not use historical documents in their research, they did reach a stage in their research where the research questions could be addressed based on their understanding of the author's original intent (2005). This hermeneutic cycle allowed this piece of hermeneutic research to gain the whole understanding of the policy documents. As an example of this, the document identified as the primary document in the Australian policy addressed issues relevant to both employers and employees (AGDIC, 2007a). However it

addressed such issues as medical requirements and work permit renewals at a high level. This allowed the researcher to identify these issues and emergent themes. The actual detail of the medical requirements agreements only became apparent in the review of a later document (AGDIC,2007b) and similarly the issue of work permit renewal was addressed in a later document that was aimed at the employee rather than the employer(AGDIC,2007c).

When researching the American policy, the primary document identified the bulk of the themes that emerged in the first hermeneutic cycle (USCIS, 2008c). But it was the rest of the document in the set that proceeded to explain the detail of the policies associated with the emergent themes (USCIS,2008b,2002a,2008d). This is consistent with the way Eskridge found expanded on the themes that emerged from the 1965 law by researching later court documents (1990).

The British policy documents were the most organized from the outset, the primary document identified emergent themes and in some cases had web links to the policy documents that addressed these specific themes (UKBA, 2008a). For example the issue duration was addressed through a web link on the primary document. This reduced the comparative amount of work required to analyze the British policies in this hermeneutic cycle. The result of the third hermeneutic cycle is the fusion of the pre-understanding horizons and the research findings.

Analysis of Research Results
The comparative analysis matrix was finalized; this involved the occasional revisiting of the policy documents to fill in missing elements. The research journals were sorted into a usable format.

Achieving Full Understanding of the Text
The finalized research journals and comparative matrix were reviewed and conclusions were drawn. This knowledge of the whole text is used to answer the specific research questions.

17. Discussion
The preceding analysis of the Australian, British, Irish and U.S. intra-company transfer processes completed the hermeneutic circle. Each policy consisted of a collection of documents with different audiences and objectives. Collectively these documents form the comprehensive intra-company transfer policy for the individual countries. Certain characteristics and traits were immediately evident after the first critical look at the documents while others became evident after an iterative cycle through the policy documents.

Australia is welcoming of intra-company transferees and has formulated several blanket regional and investor businesses labour agreements. This is more than any of the other countries in the study. Australia is also especially accommodating to the dependents of the incoming transferees. While other countries in the study do accommodate spouses and dependents, Australia was the only country to allow them immediate access to the labour market.

Ireland was the only country in the study that directly managed labour needs and immigration policy in one government department. The others chose to separate the two portfolios into different government departments. There are two possible explanations for this approach: Ireland has a much smaller population than the other countries in the study or alternatively Ireland could be considered as less accommodating to potential transferees. The latter alternative is borne out in the high cost associated with their intra-company transfer visas, the strict regulation placed on employers of transferees and their requirement that a company's labour force must be at least 50% Irish.

The U.K. is in the midst of the most significant immigration reforms in decades, moving away from a complex bureaucratic system to a streamlined multi tier system. The change seems driven by both public demand and the recognition of the government that the previous system was too unwieldy and open to abuse. The new tiered system indicates that the U.K. is willing to accommodate intra-company transferees and will reward employers of transferees that are compliant with the requirements governing intra-company transferees. The U.K. emphasized strict enforcement through inspection more than any other country in the study. In addition, employers who proved themselves to be compliant in the process were rewarded with expedited processing times and blanket labour agreements.

When it came to sheer volume of literature pertaining to intra-company transfers, the U.S. outdid the other countries in the study. Again, there are two possible explanations for this: the U.S. is by far the biggest country in the study and probably has the most resources to fund and operate a large immigration department. Alternatively, the large volume of literature the U.S. produces could be indicative of the legislative nature of the country. Much of the literature was historical in nature, detailing new acts of Congress and the resulting regulation. The U.S. system seems prepared for intra-company transferees and they are the most generous in terms of total uninterrupted time that transferees can spend in the country. It also appeared that the U.S. intra-company transfer policy was part of an evolutionary system that had progressed over many decade, this is compared to U.K. policy which is relatively new.

The U.S. intra-company transfer system, in contrast to the British system, is evolutionary in nature. The British system came about because of a need for radical change and an indictment of the previous policies. Ireland's relatively short history as an immigrant nation and its accommodation of intra-company transferees is relatively recent. This is evidenced by the remnants of a relatively protectionist policy where high fees and quotas are used to offset the influx of immigrants. If anything, the Australian system emerges as the most well balanced system, complete with elements of evolution and a pragmatic approach to screening transferees while not impeding business growth.

18. Emergent Themes

The analytical process, applied to the policy texts, identified several dominant themes that emerged in most if not all of the policies. Listed below are the themes and their definitions which were derived from the critical study.

Processing Times – The elapsed time between the point where the petition or application for an intra-company transfer visa is submitted and when that visa is issued or denied. The processing time is often given as a time range and not a finite number.

Portability – The flexibility a transferee has to change employers after entering into employment with a sponsoring employer.

Accessibility of Information – the extent to which data pertaining to the inter-company transfer process is easily and readily available. This also refers to the clarity of the data and the presence of contradictory or ambiguous information.

Duration of Work Permit **–** The amount of time that a transferee can work for a sponsoring organization on a intra-company transferee visa or work permit. This includes extension and renewals.

Status of Employee Requirements – Are intra-company transfer visas available to any level of employee or only to those holding specific positions within the organization?

Medical Requirements – This pertains to any medical requirements, that may be necessary for intra-company transferees and their dependents, that have to be met before intra-company visas or permits are issued.

Quotas – Restrictive measures that countries put in place to ensure that the numbers of intra-company transferees are limited. The quotas could be based on the total number of transferees entering the national system or the total number working for a particular organization, the latter being expressed as a percentage.

Preferential Arrangements – Measures established by host countries to ensure that certain regional or labour treaties and agreements allow for favorable processing of certain intra-company transferees. The preferential arrangements may also be based on levels of investment that the sponsoring organization makes in a country.

Costs – The fees and charges associated with the issue of a visa or work permit to an intra-company transferee and dependents.

Accommodation for Spouse and Dependents – Refers to the extent to which a host country is willing to accommodate spouses and dependents of intra-company transferees. This would include access to the labour market, education and public health resources.

Use of Agents and Representatives – The official sanction of the use of licensed agents or legal council to facilitate the intra-company transfer process.

Modes of Communication – The means of communication that has been established by a regulatory authority responsible for issuing transferee visa to communicate with the transferee or employer.

Compliance and Enforcement - The mechanisms that are in place to ensure that the transferee and sponsoring organization are complying with the terms of the intra-company transfer visa or work permit.

Prevailing Wage Requirements – Minimum wage levels established for intra-company transferees. These requirements are put in place to protect the local workforce.

19. The Findings – how the Research Process Answered the Questions

What do the intra-company transfer policies of Australia, Ireland, the United Kingdom and the United States look like? Are they easily accessible? Once identified are they straight forward and simple to understand or do they contain excessive official minutia that requires a legal professional to understand.

The policy documents of the subject countries were easily identifiable. Accessing the official websites of Australia, Ireland, the United Kingdom and the United States was not difficult. An examination of the website domain name ensured that the website was authentic. This researcher drew on past experience and basic legal education to read and understand the documents. The objectives of the document were clearly explained in the document headings. Many of the documents contained a brief synopses explaining what would be addressed in the body of the document. In hermeneutic terms the researcher's pre-understanding was employed to identify the policy documents. The series of hermeneutic circles combined with the researchers pre-understanding allowed an appreciation of the policies to emerge. This research question could not have been addressed in a single review of the documentation.

Within the process of intra-company transfer there are numerous factors and issues that affect the course of transferring workers abroad. These factors range from those as simple as the availability of visas to more complex issues such as the access to private or public health coverage for intra-company transferees and their dependents. Once identified, the

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emergent factors will be discussed and the respective intra-company transfer systems will be judged and evaluated.

Intra-company transfers come with a financial cost to the sponsoring organization and a significant human cost to the individual and their family. There are certain strengths and weaknesses within the different systems that make one country more accessible to intra-company transferees than other countries. Are there strong points and weaknesses within the respective processes that may make organizations and individuals favor or avoid transfers to certain countries? Is some of legislation punitive and unnecessarily complicated so as to deter applicants from applying?

Whereas the first research question relied on the researcher's pre-understanding to answer it, the second question relied heavily on the outcome of the hermeneutic circle. The research journals detailed the characteristics and anomalies of the specific policy, these in turn were translated into a comparative matrix which demonstrated the strengths and weaknesses of the respective policies.

20. The Research Findings and how they Influence Management Decisions

The comparative matrix (appendix B) outlines a set of common topics relevant to the intra-company transfer policies of the four countries included in this study. The information laid out in the matrix could assist management at multi-nation organizations when making intra-company decisions. The matrix could assist in the decision making process regardless of whether the organization was planning a venture into a new market or a work force expansion in an existing one. The themes detailed in the matrix were derived from the research based on the four subject countries but the utility of the matrix can be extended to additional countries. Given that the

subject countries in this research have active intra-company transfer policies, it is probably reasonable to assume that other countries would have polices that could be evaluated against the themes identified on the matrix.

21. Conclusions

Koch refers to layers of interpretation that are required before analysis can be completed and conclusions reached (1996). The result of the hermeneutic process is an interpretive frame work which can be drawn upon to answer the research questions posed at the outset of the research.

Every year thousands of workers move abroad at the behest of their employers. Their position and skills are deemed essential to the function of their organizations. They are sent abroad to apply these skills or acquire new skills. Without this movement of workers, companies would be restricted in their attempts to expand into new markets. Transferees go abroad for significant periods of time, often relocating their families who, in turn, have to adapt to new societies and cultures.

This research project looked at regulatory processes affecting a specific group of transferees – those moving to Australia, Ireland, The United Kingdom and the United States. The policies of these countries were analyzed using the hermeneutic research methodology. Individual policy documents were accessed for each country. The documents were reviewed individually and then considered in context. This cycle of events occurred several times until a comprehensive understanding of the policy as a whole was established. The resulting broad understanding of the policies allowed the research to differentiate between the national policies and their individual characteristics. Policy text research lends itself to the use of hermeneutics.

The Literature review that preceded this document demonstrated that although there is a significant amount of academic and business literature available on the topic of expatriation and intra-company transfers, none of the research touches on specific mechanisms of the intra-company transfer systems and how they affect the decision making process of employers and employees. This research project differentiated itself from the other research projects by examining the mechanics associated with the different policies and comparing them to one another.

This research project offered perspective on four unique regulatory systems that are used to regulate the inflow of intra-company transfers. While it became apparent that the respective governments utilized different approaches to their regulation, there were also several common characteristics in the policies. It is no surprise that these regulatory systems are a product of labour market forces, investment incentives, public pressure and expedience, the result being a national policy that has evolved or as in the case of the United Kingdom established from scratch.

The research indicates that Australia with its short processing times and low fees, is the most accessible country for intra-company transferees. In addition Australia is obliging to spouses and dependents of transferees. This coupled with the country's progressive approach to attracting investment through blanket intra-company transfer schemes makes it an attractive destination for intra-company transferees.

Conversely, Ireland emerges as moderately protectionist in its approach to inter-company transfers. High application fees and relatively long processing times, coupled with a dearth of blanket labour agreements, indicate that Ireland may be a less attractive proposition in terms of intra-company transfers. Ireland is the only country in the study that has direct pairing between its central immigration authority and its labour department. Ireland and Australia were the two countries in the study that had prevailing wage requirements for incoming intra-company transferees. Both these countries also enforce quotas for intra-company transferees.

The United Kingdom is similar to Australia in that it is accessible, fees are reasonable prices and processing times are competitive; however, the U.K. comes across as the strictest countries in terms of compliance and enforcement. This may be a result of a 'new brooms sweep clean' approach to the implementation of the U.K.'s new multi tier immigration policy.

The United States comes across as the doyen of intra-company transfer countries. Its systems are well established and have been through an evolution rather than a reinvention. The fees are reasonable and although processing times for regular intra-company transferees are higher than those in other countries, its blanket labour arrangements offer expedient processing. Labour market accommodations for spouses and dependents are not as generous as those offered by the U.K. and Australia.

Australia and the United Kingdom have the most competitive processing times indicating a business friendly approach to international commerce. None of the schemes in this study allowed easy change of employment for intra-company transferees. The general philosophy is that these employees were brought into the workplace to fill a specific requirement at a company and that there should not be a need to allow these individuals to change employers.

The United States was the most generous in terms of the total time allowed for intra-company transferees. The United States and Ireland held the highest positional or status requirements for incoming intra-company transferees. Their schemes were limited to workers who held executive, management or specialized skill positions. By implication it would seem that the United States chooses to restrict lower level intra-company transferees from entering the workforce but is generous in tenure towards senior workers.

None of the four countries had stringent medical requirements for incoming intra-company transferees. This could be explained by the fact that these workers are viewed as temporary and are required to provide their own health insurance.

This piece of qualitative research delved into the policy documents and identified common characteristics and differences between the intra-company transfer policies of Australia, Ireland, the United Kingdom and the United States. Whether this qualitative research finding can be correlated to or verified by a piece of quantitative research will be addressed in Document 4. In that document the researcher will survey decision makers in organizations that deploy intra-company transferees. Results of the survey will be considered in the context of the qualitative findings of this document.

Gadamer views hermeneutic horizons as temporal and ultimately never closed (1996, p10.) The implication being that the same researcher could revisit the same piece of research and continue the hermeneutic process almost indefinitely. This did not deter the researcher from using hermeneutics but did leave him with the feeling that hermeneutics does not bring final resolution to a research topic but rather offers a progressive analysis of a subject.

The strength and quality of the research is dependent on the extent of the hermeneutic process. Eskridge explains the process of statutory hermeneutics by referencing court decisions, the implication being that statutory hermeneutics is not an indefinite process and needs to concluded within in a reasonable time frame (1990). The use of statutory hermeneutics can be contrasted with biblical and historical hermeneutics where there are more historic layers and the author's original intent may only manifest itself after numerous hermeneutic cycles.

In this research project it was the American regulatory literature that contained the most historic depth. The policies of the United Kingdom were new but the literature referenced some of the country's older policies when explaining the new. The Irish and Australian policies were focused on the current policy and contained limited historical perspective. The historic perspective offered by the American system proved interesting but given that the objective of this research project was to analyze and compare the current intra-company transfers systems, it was of limited value.

The hermeneutic process was for the most part successful. It did however leave the researcher feeling a little like Winston Churchill when he said 'Democracy is the worst form of government except for all those others that have been tried' (Huntington, 1996).

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Appendix A

Research Journal of policies

1. Australia Intra-Company transfer Policies
1.1. Australian Government Department of Immigration and Citizenship, Annual Report 2007-08 (AGDIC, 2008)
All Australian immigration affairs are managed by the Australian Department of Immigration and Multicultural Affairs. It is a federal agency commissioned by the central government to administer all immigration matters. The agency is tasked with attracting skilled immigrants that would help fill skills shortages that exist in the Australian economy. This continues the 'brain gain' initiative that Australia has experienced over the last decade. The agency is responsible for managing all facets of the Australian immigration policy including visa processing for migrants, students, temporary workers, business investors and refugees.

As part of their mandate, the Australian immigration affairs pursues a policy of attracting business investments and innovation, which includes the administration of visas for long-term temporary business entrants and other skilled temporary residents. According to agency figures, 2006 saw 87,310 business investment visas granted, followed by 110,570 in 2007. These visas were made available to companies and individuals relocating to Australia and their staff on a long-term, non-permanent basis. These individual would be considered to be intra-company transferees. In addition to this, over 207,000 business people entered Australia on business-visitor visas during the same period. These are short-term visas made available to business people who need to conduct business in Australia for a period of less than three months. Visitors in these categories would not be considered intra-company transferees.

1.2. Australian Government Department of Immigration and Citizenship, Sponsoring Overseas employees to work temporarily in Australia (AGDIC, 2007a)
Blanket Sponsorship arrangements - These arrangements allow organizations to negotiate for the transfer of employees in bulk and within a predefined time period. The Australian Government offers three types of blanket arrangements to organizations choosing to transfer or employ workers from abroad: (1)Standard Business sponsorship agreement allowing the bulk transfer of workers, the agreement with the employer is valid for two year or until a predetermined quota is full. (2) Labour Agreements – based on specific labor market needs, critical professions and skills are identified and organizations are allowed to transfer workers fitting these skills from overseas. (3) Invest Australia Supported Skills – this blanket arrangement favors organizations that have established or relocated headquarters to Australia.
Accommodation of spouse and dependents – Spouses, same-sex partners and dependent children are allowed to accompany the primary intra-company transferee. Children over 18 are allowed under special circumstances. All sponsored dependents are allowed to work and study in Australia; however, dependents that choose to study may be charged at international student rates for their study.
Employer responsibilities and consequences for non-compliance – Organizations transferring employees into Australia are required to fund all return travel costs for the transferee. They are also required to ensure that transferees are not in breach of other Australian immigration laws and ensure that transferees comply with immigration laws during their time in Australia. Additionally employers are required to notify the Australian government of any changes in the work arrangements of

the transferee. This would include the transferee leaving the sponsor's employ. Employers must ensure that transferees have the correct credentials in terms of licensing and qualifications and ensure that transferees are paid in accordance with minimum salary ranges specified for the profession.

Access to public health insurance - Any medical costs or pension contribution requirements have to be paid by the employer. Additionally Workplace taxes need to be withheld and filed by the employer on the transferee's behalf.

Monitoring of Sponsoring employer – The Department of Immigration and Citizenship is responsible for ensuring that organizations employing intra-company transferees are compliant with immigration laws. Monitoring is done by the department by way of random checks starting nine months after the approval of sponsorship. The department has the right to cancel the visas of employees if the sponsoring employer is out of compliance or the employer does not respond in a timely fashion to information requests that arise from audits.

Filing of application for Intra-company employee – Applications can be made online or through one of the department's business centers in major cities. Applications need to be lodged by organizations regardless of the existence of a blanket sponsorship arrangement. All potential employers have to establish themselves as eligible employers with the department of immigration. This done by demonstrating that they are bona fide businesses who have operated successfully for the at least three years and employ at least ten people. Employers also have to demonstrate that they are paying intra-company transferee at the prevailing Australian wage.

Payment required by organizations sponsoring intra company transferees – Payments can be made within Australia or outside the country.

Cost of visa for intra-company transferee – The current cost for the 457 visa is 595 Australian dollars. This fee covers the transferee and dependents and includes all charges related to the visa application, nomination, and sponsorship.

Methods of communication with legislative authority – Progress and queries regarding the application for a visa for a transferee may be managed electronically or in writing. The Department of Immigration also accepts phone calls and queries at their business centers. Any communication done via e-mail requires specific consent from the organization or individual receiving the e-mails. The security of these communications is the responsibility of the receiver of the e-mails and not the Department of Immigration.

Who can initiate process of acquiring 457 Intra-Company work visa? – This process can be initiated by either the organization requiring the worker, the transferees themselves or by a migration agent. The Department of Immigration requires migration agents to register with the department, although they neither encourage nor discourage the use of migration agents.

Processing times – Once the employer has established themselves as an eligible employer with the Department of Immigration, they can expect a processing time of six weeks for the intra-company transfer applications.

1.3. Australian Government Department of Immigration and Citizenship, Application for a temporary Business (Long Stay) visa (subclass 457) (AGDIC, 2007b)

Definition of an intra-company transferee – Anyone nominated to work in Australia by their employer is defined as an intra-company transferee. This nomination may or may not be part of a blanket approval scheme or part of a skills shortage scheme as defined in labour agreements between the Department of Immigration and

organizations operating inside Australia. Candidates may fill a variety of positions including but not limited to executives, representatives of suppliers, technicians, certified professional workers, and sales people.

Pre-entry Medical requirements for intra-company transferees – There is a medical requirement for the bulk of intra-company transferees. In most cases it consists of a chest x-ray: however if you are in a high risk profession a more extensive exam may be required. There is also a blanket exemption for the citizens of a few select countries.

Health insurance requirements for intra-company transferees – Transferees and their dependents cannot partake in Australia's nationalized health system and their sponsors are responsible for their medical expenses or the purchase of private insurance.

Favored nation arrangements – Australia has a streamlined intra-company transfer process for transferees from member countries of the Asia Pacific Economic Co-operation (APEC) group.

Language skills requirement – All intra-company transferees are required to have their English language skills assessed. Dependent of the transferee are exempt from the language requirement and assessment. It is at the discretion of the visa officer to determine if the English language requirement has been met. The transferee can be asked to prove through standardized tests that they possess the required level of English.

1.4. Australian Government Department of Immigration and Citizenship, Subclass 457 – Business (Long Stay) visa - Information for workers (AGDIC, 2007c)

Advice to transferees – This document offers new intra-company transferees advice on the relocation process. It includes an explanation of the rental policies and protocols as well as advice on handling medical issues and expenses. In addition the document offers advice on bringing a spouse and children to Australia.

Duration of intra company transfer visa – The visa is issued for a period of ranging from 3 months to 4 years.

Assistance to transferees – A list of contact numbers and helpful agencies is supplied in this document. These include links to government agencies enforcing workplace safety and human rights requirements.

Renewal of visas – Transferees are required to reapply for a transferee visa once their initial visa period has expired. There is no automatic guarantee of renewal or maximum time that transferees can be present in Australia.

1.5. How easy was it to access the relevant policy documents?

All documents can be downloaded from the official Australian Government Department of Immigration and Citizenship website found at www.immi.gov. The site has a search engine and an informative tool bar and popular link table. All these features facilitate easy identification and access of the relevant documents.

1.6. Who is the target audience of these documents?

The annual report document is aimed at the Australian public and is published as part of a public service and accountability exercise. The second document, which covered the sponsorship of employees, is aimed at employers in Australia who were considering transferring workers to Australia. The third and the fourth documents were aimed at potential intra-company transferees who were considering a move to Australia.

1.7. Are the documents clear and concise? Is there ambiguity and contradictions within the documents?

The documents are clear and logically laid out. A large quantity of relevant documentation was covered in the four separate documents. Yet it took several

iterations of the documents to get a comprehensive understanding of the intra-company transfer process in Australia. Some of the information was duplicated in two and even three of the documents, although none of the documents appeared to contradict one another.

1.8. What are the dominant themes of the policy and how do they affect the Employer and the employee?

The immediate dominant themes to emerge were:

- Employer responsibility – provision of return tickets, visa compliance, cooperation with government audits.
- Work force need – employers are welcome to bring in workers from foreign offices as long as this is not being done as a specific mechanism to undermine Australian worker's salaries.
- Efficient processing – blankets agreements, streamlined processing, encouragement of investment in Australia
- Ensuring that workers were suitable for the Australian labor markets – English language skills, health requirements, licensure and certification compliance
- Accommodation of dependents and spouses - Government wants intra-company transferees to be successful by accommodating immediate family members and allowing them to work and study in Australia.
- Blanket employment arrangements
- Prevailing wage requirement.
- Electronic communication - is encouraged for payment and processing. Relatively high tech processing of visas.

2. U.S. Intra-Company transfer Policies

2.1. U.S. Citizenship and immigration services (USCIS), 'About us' document (USCIS, 2008a)

The USCIS is a federal agency that is tasked with overseeing all lawful immigration into the United States. It forms part of the Department of Homeland Security and is responsible for adjudicating all immigration visa petitions, naturalization petitions, asylum and refugee application and non-immigrant visa petitions. Organizations that sponsor intra-company transferees are referred to as the petitioners or petitioning organizations.

2.2. U.S. Citizenship and immigration services (USCIS), Petitions for intra-company transferees (L classification) (USCIS, 2008b)

The L1 intra-company transfer visa came into existence in 1970 and was designed to facilitate the temporary transfer of foreign workers to the United States. The L1 visa processing regulations stayed mostly unchanged until 1990 when the law was expanded to specifically include staff of major international accounting firms which had previously been precluded from using L1 visas. The 1990 changes also allowed for workers to change the intent while on a L1 intra-company transfer visa. This essentially meant that sponsors and visa holders were allowed to apply the right to stay permanently in the U.S.

2.3. U.S. Citizenship and immigration services (USCIS), Intra-company transferees (USCIS, 2008c)

Prior work experience requirement – L1 intra-company transferees are required to have been employed by the petitioning organization for at least 12 consecutive months in the preceding 36 months. The 12 month prior work requirement was previously cut to six months if the petitioner had an established blanket petition. However this exception has been eliminated and the 12 month rule now applies to all applicants.

Restriction on role of transferees – L1 visa intra-company transferees can only fulfill the following roles:

Manager - A transferee manages a department or sub division within the organization. The transferee has to supervise other professional employees and must have hiring and firing authority within the organization. In addition the transferee must have discretion over the day to day functioning of the organization.

Executive – A transferee who directs a major function of the organization and establishes goals and policies for the organization. This individual should have wide latitude in discretionary decision making.

Specialized knowledge worker – A transferee who has an intricate knowledge of research and or technical functions within the organization.

New office founder - A transferee who is sent to the U.S. to start a new office for a foreign organization. The new office in the U.S. can be a branch or subsidiary of the foreign organization that is outside the U.S. New office transferees have to demonstrate sufficient evidence that office space or premises have been secured to house the transferee and their operations.

Blanket petitions – Petitioners may apply for a blanket petition which allows for continuing approval for transferees from parent, branch, subsidiaries and affiliates. Blanket petitions are approved if the petitioner is engaged in commercial trade within the U.S. through an existing U.S. office which has been in operation for at least one year. The petitioner must have at least three domestic and foreign branches. In addition to this, the petitioner must have one of the following three qualities – (1) at least 10 L1 visas issued over the last 12 months, (2) have U.S. subsidiaries or affiliates with sales of at least $25 million or (3) have a U.S. work force of at least 1,000 employees. Blanket petitions are issued to a sponsoring organization for a period of three years initially and can be extended indefinitely if the petitioner is deemed to be in full compliance during the first three years.

Ongoing business requirement – petitioners of L1 visa transferees are required to continue to do business in U.S. in the way that was stated in the original L1 visa petition. Petitioners are required to be in compliance with the L1 visa requirements for the duration of the visa.

Intent requirement – Petitioners of the L1 visa must have the original intent to use the transferee on a temporary basis in the U.S.: however, the petitioner and transferee may change this temporary intent to a permanent one once the transferees working in the U.S. This would allow the petitioner to apply for a permanent residence visa for the transferee.

L1 as a replacement for immigration visa petition- Potential L1 transferees cannot use an L1 visa as a replacement for an immigrant visa petition that already exists for the individual. In effect, if a transferee already has an immigrant visa petition in existence, they cannot apply for an L1 visa to speed up entry into the U.S.

Length of stay for transferees – L1 Visas transferees are limited to a maximum period in the U.S. of five years, possibly six under extraordinary circumstances. Initial visas are issued for three years with a possible two year extension.

Access to public health resources – Sponsors of L1 visa transferees are required to purchase health insurance for their employees and dependents. Sponsors may require transferees to pay for the insurance or part of the insurance cost. Non-immigrant visa holders, such as L1 intra-company transferees and their dependents, do not have access to any public health resources in the U.S.

2.4. U.S. Citizenship and immigration services (USCIS), Provide work authorization for nonimmigrant spouses of intra-company transferees (USCIS, 2002).

Accommodation of spouses and dependents - Spouses and dependent children of the transferee are allowed to reside and study in the U.S. Spouses and dependents are entitled to work in the U.S. as long as they remain married to the transferee and the transferee is in compliance with their L1 visa requirements. Spouses and dependents are required to apply for 'employment authorized' endorsements or appropriate work permits. Spouses of L1 visa holders are not subject to labor market tests requirements that other work applicants are. The five/six year limit applies to the total amount of time the transferee has been in the petitioners employ. Even if the time was spent there on a different type of work permit. Transferees have to reside outside the U.S. for at least one year after their five year maximum is reached. At that point the transferee or petitioner can initiate a second five year visa petition for the transferee.

Regional labour agreements – Canadian citizens are entitled to an expedited L1 visa process under the terms of the United States-Canada free trade agreement. Canadian citizens or the petitioning U.S. organization may file for a L1 visa at any port entry between the U.S and Canada. Canadian spouses and children of the L1 visa recipient may also receive expedited L2 visa processing at the port of entry.

Numeric limits on intra-company transferees – Unlike other work permits issued by the USCIS, there is no numeric cap on the number of L1 visas that can be issued in a year. There is also no limit on the number of L1 employees a single organization can employ.

Prevailing labour market wage requirements – The USCIS does not require that L1 visa petitioners pay a prevailing wage. This policy is different from other work permits issued by the USCIS which have prevailing wage requirements. The USCIS warns, that despite the fact that there is no official prevailing wage requirement, they do

frequent audits of L1 employers and monitor for unfair employment practices.

Processing times – L1 visa applicants can expect to wait two to four months before their visa is issued. However if the petitioner has an established blanket petition in place, the processing time is reduced to between one and three weeks.

2.5. U.S. Citizenship and immigration services (USCIS), Change of status to intra-company transferee (USCIS, 2008d)

Change of status for transferees already in the U.S. – L1 visa petitioners may apply for L1 visas for employees that are already in the U.S. However, all the same time limits and processing times apply. Any time that the transferee has spent in the U.S. on another non-immigrant visa is deducted from the total time allowable on the L1 visa.

2.6. U.S. Citizenship and immigration services (USCIS), L1 visa reform act of 2004 (USCIS, 2008e)

Fees – L1 visa petitions for the primary transferee and dependents currently cost 685 USD.

Restrictions on outsourcing of transferees – Petitioners of L1 visa transferees may not deploy the transferee to the work site of another employer. Effectively this prevents L1 visa employers from transferring workers to the U.S. with the sole purpose of hiring them out to other companies as contract workers.

2.7. How easy was it to access the relevant policy documents?

Documents are easily accessed using the USCIS website at www.USCIS.gov. The website is easy to use and has a powerful search engine.

2.8. Who is the target audience of these documents?

The first document targets the U.S. public and potential petitioners and transferees. The subsequent documents

are aimed at petitioners, transferee and legal agents assisting the visa process.

2.9. Are the documents clear and concise? Is there ambiguity and contradictions within the documents?

The USCIS has a depth of documentation that was not found on the Irish or Australian immigration websites. There was extensive history and background to the L1 visa policy. Some of the documents were more recent than others and the information superseded one another.

2.10. What are the dominant themes of the policy and how do they affect the Employer and the employee?

- Accommodation of 'new office' transferees allowing investors and startups the ability to enter the U.S. market with ease.
- Lack of numeric quotas restricting the number of L1 visas available.
- Generous blanket arrangements allowing petitioners great flexibility in the number of transferees.
- Lack of any labour market testing requirements of prevailing wage requirements.
- USCIS has a sophisticated electronic visa process tracking and communication facilities available on its website.
- Strict definition of the temporary nature of the intra-company transferee visas. With a noted distinction between immigrant and non-immigrant visas.

3. United Kingdom Intra-Company transfer Policies
3.1. United Kingdom Border Agency, Overview of points based system (UKBA, 2008)

Immigration matters in the United Kingdom fall under the jurisdiction of the U.K Border Agency which forms part of the Home Office. In 2008, the UK undertook a staggered implementation of a points based multi tier migration systems. This replaced the existing immigration system which consisted of 80 different work permit and entry schemes into the U.K. The new system consists of five tiers: Tier 1 for highly skilled migrants who have been evaluated and adjudicated with a high immigration points score. Tier 2 for skilled workers with job offers and work skills that are considered in demand. Tier 3 is for low skilled workers. Tier 4 is for students and Tier 5 for temporary workers and youth mobility schemes.

Intra-company visa requirements - Tier 2 entry visas are awarded in two separate categories, the first for general migrants and the second for intra-company transfers. Potential intra-company transferees are evaluated against a system that awards specific points for being a bona fide intra-company transferee as well as additional points for qualifications, prospective earnings, English language skills and sufficient personal funds. An applicant for an intra-company transfer visa automatically accumulates 30 points simply by having a certificate of sponsorship from an eligible U.K. employer. Transferees are then awarded points for their qualifications: 10 points for a Bachelor of Masters degree and 15 for a doctoral level degree. Earning expectations earn applicants points with the highest current category awarding 20 points for an income of 24,000 GBP or higher. English language skills earn applicant 10 additional points. Intra-company transferees are required to acquire at least 60 points for a successful application.

Prior work requirement with sponsoring employer – Intra-company transferees are required to have worked for at least six months for a sponsoring employer. This time must have been spent working for the employer outside of the U.K. and must have taken place immediately prior to the sponsorship.

Duration of intra-company transfer visa – Employees are allowed to stay in the UK for three years and one month; however, if the initial visa was issued for less than three years, the intra-company transferee is allowed to stay in the U.K. for the length of the visa plus one month.

Renewal options – Intra-company transfer visas can be extended in two year periods. After five years an intra-company transferee may apply to stay in the UK on a permanent basis.

3.2. United Kingdom Border Agency, Intra-company transfers and overview (UKBA, 2008a)

Definition of a transfer – Employees of multi national companies who are transferred overseas by an employer and will be filling a skilled job with that employer.

Accommodation of spouse and dependents – Dependents are allowed to accompany the primary visa holder to the U.K. The following people are considered dependents: spouses, common law spouses, civil or unmarried partners and dependent children of the intra-company transferee. Dependents are allowed to work and study in the U.K.

3.3. United Kingdom Border Agency, Intra-Company transfers, who can apply (UKBA, 2008b)

Regional and labour market arrangements – Intra-company transferees who are citizens of member countries of the European Economic Area (EEA) and Swiss citizens are not required to apply for Tier 2 visa clearance. Citizens of the new member EEA countries are not required to apply under Tier 2 but should apply under a separate worker registration scheme. Citizens of some Non-EEA European countries are exempt from paying any fees when applying for an intra-company transfer Tier 2 visa.

Change of employment – Intra-company transferees on a Tier 2 visa in the UK can change employment without leaving the U.K. This process would require the transferee to acquire a new certificate of sponsorship from an eligible UK employer and the submission of a new Tier 2 visa application.

3.4. United Kingdom Border Agency, Intra-company transfers – fees (UKBA, 2008c)

Fees for intra-company - Transferees pay 400 GBP when applying for a Tier 2 visa. This fee covers all dependents whoa re listed on the application. Any children over 18 will pay an extra fee of 395GBP.

3.5. United Kingdom Border Agency, Intra-company transfers – employer qualification (UKBA, 2008d)

Policing of intra-company transfer visa Tier 2 – The UK Border Agency employs visiting officers that visit the work sites of sponsoring employers to ensure that they are compliant with all the requirements of the visa. Visiting officers are able to change a company's standing based on the level of compliance they encounter during visits.

Employer rating system – The UK border agency has three categories of sponsoring employers: A–Rating for employers in good standing and who have a solid track record of compliance with immigration laws. B-Rating refers to employers who have in the past been out of compliance with immigration rules. Unacceptable sponsors are employers that are not deemed to be suitable sponsors for foreign employees, based on past violations. Employers are able to change their ratings based on compliance level.

Blanket sponsorship arrangements – No blanket sponsorship arrangements are available to British employers; however employers who wish to sponsor intra-company transferees are required to qualify for a sponsorship license to ensure that they are suitable to sponsor employees.

3.6. United Kingdom Border Agency, Intra-company transfer – Urgent applications (UKBA, 2008e)

Processing times – The UK Border Agency undertakes to process intra-company transfer Tier 2 visas within 6 weeks of submission.

Expedited Processing – For an undefined fee, an A-rated sponsoring company can process an intra-company transfer visa within one week. The agency reserves the right to reject urgent applications and process them in the regular queue of intra-company transfer Tier 2 visas.

3.7. How easy was it to access the relevant policy documents?

All documents are found on the Home Office's UK Border Agency website available at www.ind.homeoffice.gov.uk. The site has a search engine that enables users to find relevant documents easily and return documents in the order of relevance. It also has tool bars and dropdown menus for users that have specific information needs.

3.8. Who is the target audience of these documents?

The first document is the introduction to the new points based system aimed at the British public and anyone else with an interest in the new five tier immigration systems. The remaining documents were aimed at anyone who is interested in an intra-company transfer Tier 2 visas. This would include potential employers, potential transferees, and their dependents.

3.9. Are the documents clear and concise? Is there ambiguity and contradictions within the documents?

The document are well set out in html format and easily searchable. They include useful graphics and pictures which give the document a friendly and usable feel. Although the topics covered in several of the documents overlapped, they did not appear to contradict each other. All the documents returned by the site search engine were current and relevant.

3.10. What are the dominant themes of the policy and how do they affect the Employer and the employee?

- Exemption of EEA and Swiss employers
- Good standing of sponsoring employers and the enforcement of the rules.
- The tiered system which differentiates between categories of migrants.
- The option for intra-company transferees to stay in the U.K. on a permanent basis
- Accommodation of dependents

4. Ireland Intra-Company transfer Policies

4.1. Ireland, About the Department of Enterprise, Trade, and Employment (DETE, 2007)

Overview of Irish immigration system

The department of Enterprise, Trade, and Employment handles all immigration and work permit matters in Ireland. This includes the enforcement of the Irish economic migration policy which is a legislative mandate that seeks to ensure that Ireland has the immigration policy that complements its labour market policies. The department is responsible for implementing immigration policy which includes selecting immigrants and issuing work permits. In addition they are responsible for monitoring labour market needs and identifying skills shortage in the Irish employment market. The department describes this dual labour/immigration mission as a part of a whole government approach to managing the economy and labour force. Ireland is a member of the European Economic Area (EEA) and as such participates it the area's labour agreements. The department is also responsible for monitoring the presence of the EEA labour and factoring that into the immigration and skills shortage equation.

The department also issues all work permits for workers that are non EEA foreigners engaging in work in Ireland, this includes people who come to Ireland as intra-company transferees.

4.2. Ireland - Department of Enterprise, Trade and Employment, Guide to intra-company transfer permits (DETE, 2008a)

Who can apply for an intra-company transfer work permit? Only the employer can apply for the work permit for foreign non EEA Staff. Employees do not have the ability to initiate the process.

Who qualifies as an intra-company transferee? Permits are only issued to foreign nationals of multi national corporations or overseas branches of Irish companies. Transferees must be senior management, key personnel or trainees. Senior managers are considered to be those individuals who supervise others and have the authority to hire and fire. They would also be the individual that exercise discretion over everyday operations and functioning of the company. The department limits the definition of key personnel to those individuals who have specialized knowledge in the company's service, research or technical management spheres. Intra-company transfer trainees are only admitted after an acceptable training plan has been presented to the department.

Income requirements – Intra-company transferees have to move to positions in Ireland that pay as least 40,000 Euros per year. Documentation does not stipulate whether trainees transferring to Ireland also have to meet the 40,000 Euro requirement.

Prior work requirement – Transferees have to have worked for the sponsoring employer for at least 12 months. The documentation does not define whether it has to be 12 months immediately prior to the transfer or not.

Duration of intra-company transfer work permit – The permit is issued for an initial period of 24 months and can be extend to a maximum period of five years. Intra-company transfer permits for trainees are restricted to 12 months.

Employment restrictions – Transferees are only allowed to work for the sponsoring organization. They make not change jobs or take on secondary employment. If transferees do wish to change employers, the new employer needs to apply for a work permit on their behalf.

Work force limitations – In general, intra-company transferees cannot constitute more than 5% of any organizations employees. There are exceptions to this restriction where employers are allowed to exceed this limitation; this would include startup companies and companies that are making significant investment in Ireland. Even when exceptions are allowed, the total non-EEA workforce cannot exceed 50%.

Wage level requirements – Intra-company transferees have to be paid at or above the prevailing rate of pay as defined Registered Employment Agreement which is maintained by the Department of Enterprise, Trade and Employment. This is in line with the department's duality in balancing labour market needs with immigration policy.

Accommodations for dependents – Spouses and children under 18 are considered dependents of the intra-company transferee and are entitled to live and study in Ireland. They are also allowed to seek employment in Ireland but are required to apply for their own work permits before taking up employment**.**

Blanket labour arrangements – No mention is made in the documentation of any accommodation for companies who wish to establish blanket arrangements for transfers of multiple foreign employees. All documents refer to the processing of individual intra-company transferees.

Processing times – The Irish government department responsible for processing intra-company visas operates on a strictly first come / first served basis. The department publishes weekly current

processing dates indicating which visa applications are currently being processed. There is currently a two week back log for intra company transfer visas. The department undertakes to process visas within a period of eight weeks after the visa application date becomes current.

4.3. Ireland - Department of Enterprise, Trade and Employment, Employment permits arrangements – Schedule of fees for employment permits (DETE, 2008b)

Fees – Sponsoring organizations are required to pay fees of 1,000 Euros for the initial period of the intra-company transfer work permit. Renewals of up to 36 months cost sponsoring employers 1,500 Euros. There is no charge for spouses or dependents. Fees are waived for charitable organizations and qualifying non governmental organizations. Fees are refundable if the intra-company transfer permit is refused by the Department of Enterprise, Trade and Employment.

4.4. Ireland - Department of Enterprise, Trade and Employment, Guide to work permits for spouses and dependants of employment permit holders, (DETE, 2008c)

Restrictions – spouses and dependents of intra-company transfer work permit holders are allowed to look for work in Ireland. They are required to apply for an individual work permit of their own. There are no limitations on the type of occupations or skills levels that spouses and dependent require. Employers who wish to employ spouses and dependents of intra-company transferees are not required to undertake a labour market test as is required of other work permits applicants. Spousal and dependent work permits are issued for the same period of time as the primary intra-company transferees. Spouses and dependents are expected to stay with the initial sponsor for at least 12 months, but after that period they are free to change employment

4.5. How easy was it to access the relevant policy documents?

All documents are accessed via the website of the Irish Department of Enterprise, Trade and Employment. The website is dual language and has a search engine and toolbar tabs. The website covers more than just immigration and work permit issues, and includes information on trade and labour regulations in Ireland. The search engine returned only two documents that pertained directly to the issues of intra-company transfers

4.6. Who is the target audience of these documents?

The first document was aimed at the Irish and foreign public. It served to explain the departments mandate on balancing the needs of labor and immigration.
The subsequent documents were aimed at sponsors of and potential intra-company transferees alike.

4.7. Are the documents clear and concise? Is there ambiguity and contradictions within the documents?

Documents did repeat information but did not appear to contradict one another however there was a level of ambiguity as demonstrated by the 12 months prior work experience rule. There was also insufficient information on the income requirements and whether it applied to all categories of intra-company transferees.

4.8. What are the dominant themes of the policy and how do they affect the Employer and the employee?

- Integration of labour and immigration policy execution in one government agency
- Dual language publications
- Spousal and dependent visa flexibility
- Limitations on the number of intra-company transferees

sponsored by the same
company.

- Commitments to workers from other EEA countries
- Case by case processing, the lack of blanket arrangements for sponsors of intra-company transferees

Appendix B.

	Australia	Ireland	United Kingdom	United States
Processing times	Estimated processing time is six weeks. Expedited processing available for companies that have established blanket arrangements with Department of Immigration and Citizenship.	Intra-company transfer visa applications are processed in the order they are received. The Department of Enterprise, Trade and Employment publish the current date of processing. This refers to the application date that is currently being processed by the department. The department has a target of eight weeks to complete processing.	The UK Border Agency undertakes to process intra-company transfer visa applications within six weeks.	The U.S. Citizenship and Immigration Services (USCIS) undertakes to process intra-company visa applications within 2 – 4 months. Expedited processing times of 1-3 weeks are available for companies with blanket labour agreements.
Preferential labour agreements	The Australian Department of Immigration and Citizenship makes provision for three categories of organizational level blanket labour agreements specifically focused on market needs and investment incentives. In addition to this there is provision for blanket labour agreements for companies based in Asia Pacific Economic Co-operation (APEC) countries.	Ireland does not offer specific blanket labour arrangements to companies operating in Ireland. There is regional accommodation for companies employing European Economic Area employees.	No blanket arrangements offered by the UK Border agency. All employers of Intra-company transferees are required to license before sponsoring employees. There is regional accommodation for companies employing European Economic Area employees.	The USCIS offers blanket labour processing arrangements for certain employers who already have a significant number of successful intra-company transferees working for them. The USCIS also offers an expedited processing for companies wishing to hire Canadian citizens as intra-company transferees.

	Australia	Ireland	United Kingdom	United States
Compliance and enforcement	The Department of Immigration and Citizenship is responsible for the enforcement of intra-company transfer visa regulations. This is accomplished by the use of random workplace checks and cancelation of visas for non compliance.	The Department of Enterprise, Trade and Employment is responsible for enforcement of intra-company visa policy. No indications of mechanisms or non-compliance consequences were given.	UK Border agency uses workplace inspections to ensure that employers of intra-company transferees are complying with regulation. Consequences of non compliance include cancelation of visas and downgrade of employer's good standing rating.	USCIS agents execute random checks to enforce visa compliance. Consequences to non compliance include cancelation of visas and withdrawal of blanket arrangements for employers.
Portability	Limited portability allowed. Intra-company transferees who wish to change employment in Australia have to restart the sponsorship process.	Change of employment is allowed for Intra-company transferees. However such transferees need to be sponsored to a different category of work permit by their new employers.	Any change of employers by an intra-company transferee would require a new application and a new visa. The new visa cannot be an intra-company visa unless the employee has completed the mandatory 6 month prior work experience requirement outside the U.K. However if the transferee has worked for sufficient time in the U.K., they may be in a position to qualify permanent leave to remain status which would allow them to change employers with out additional sponsorship.	Limited portability is a allowed for intra-company transferees. The sponsorship process has to be restarted by the new employer. The one year employment history outside of the U.S. is still required. Anytime previously spent as an intra-company transferee in the U.S. will be deducted from the new visa.

	Australia	Ireland	United Kingdom	United States
Accessibility of information	The Australian Department of Immigration and Citizenship makes its policy information easily accessible on their website.	Ireland's intra-company transfer policy information is available on the official website but some questions were not clearly addressed in the online literature.	The UK Border Agency's website is comprehensive and informative. Information has been recently revamped for the implementation of the new immigration policy in 2008.	The USCIS website is comprehensive and contains a wealth of information including data that would be considered historic or bureaucratic in nature.
Duration of intra-company transferee work permit or visa	The 457 intra-company transfer visa is available for a maximum of 4 years.	The Irish intra-company transfer visa is issued for an initial period of 24 months with potential extensions not exceeding 5 years in total.	Tier 2 intra-company transfer visa is for 3 years and 1 month with an option of a single 2 year renewal.	The L1 intra-company transfer visa is issued for an initial period of 3 years with a single extension of 2 years allowed. Under exceptional circumstances a further extension may be granted allowing for a total of 7 years.
Status or position held requirements	Intra-company transferees can hold a variety of technical or administrative positions. The visa is not limited to managers or executives.	Visas are only available to senior management of key personnel with specialist knowledge who make at least 40,000 Euros per year. Trainees are allowed to participate in transfers but they are limited to a 12 month stay.	Under new U.K. legislation, transferees are required to pass a points test where points are allocated for education, language skills and other factors.	Intra-company transfers are limited to executives, managers and specialist knowledge workers. Special accommodation is made for entrepreneurs and new office founders.
Medical requirements	Applicants must pass basic medical exam.	No specific medical requirement required of intra-company transferees	No specific medical requirement required of intra-company transferees	No specific medical requirements required of intra-company transferees

	Australia	Ireland	United Kingdom	United States
Numeric quotas	The Australian Department of Immigration and Citizenship has established numeric quotas for the total allowable number of intra-company transfer visas allowed for a single organization. There is no mention of a national quota for the number of intra-company visas issued per year.	As a rule, Ireland does not allow organizations to have more than 5% of their staff on intra-company transfer visas. An exception is made for startup companies where 50% of staff may be intra-company transferees.	No indication of company or national quotas on intra-company transferees.	No indication of company or national quotas on intra-company transferees.
Prevailing wage requirements	Australian employers of intra-company transferees are required to demonstrate that they are paying their transferees the prevailing Australian wage.	The Irish Department of Enterprise, Trade and Employment publish annual prevailing wage figures. Employers of intra-company transferees are required to demonstrate that they are complying with these figures.	While the U.K. Border Agency considers Tier 2 intra-company transferee salaries as part of their points assessment, there is no indication of what specific salary level is acceptable.	He USCIS does not publish or enforce any specific prevailing wage requirements on the employers of intra-company transferees. The USCIS does however monitor employee workplaces for abuse and wage extortion.
Costs associated with intra-company transfer visas	595 Australian dollars regardless of duration of visa. No additional costs for spouses or dependents.	1000-1500 Euros depending on duration of visa. No additional costs for spouses or dependents.	400 GBP - . No additional costs for spouses or dependents.	685 US Dollars - . No additional costs for spouses or dependents.

	Australia	Ireland	United Kingdom	United States
Accommodation of spouses and dependents of intra-company transferees	Spouses, dependent children and same-sex partners of intra-company transferees are allowed to work and study in Australia. They are not required to apply for separate work permits or students visas	Spouses and dependent children of intra-company transferees may reside and study in Ireland. However if they wish to work they have to apply for an individual work permit. This permit will not be subject to labour market testing.	Dependents including spouses, dependent children and unmarried common law spouses are allowed to work and study in the U.K.	The USCIS allows spouses and dependent children to reside and study in the U.S. After arriving in the U.S. spouses and dependents may apply for an 'employment Authorized' status on their dependent visas.
Use of agents / legal representatives	Australia allows for the use of registered immigration agents. Such agents are required to make themselves known to register	Ireland allows lawyers to act as immigration representatives.	The U.K. allows lawyers to act as immigration representatives.	The U.S. allows lawyers to act as immigration representatives.

	their services with The Australian Department of Immigration and Citizenship.			

Doctorate of Business Administration

Document 4

Qualitative research document

Jonathan Rodger

December 2009

Global, mobile and professional - a
study of international human resource
managers and their experiences managing
expatriation.

Abstract

Organizations operate globally. Workers are transferred between local and international offices as they are selected for international assignments. Regulatory frameworks, designed to control the inflow of foreign workers, exist in most countries. Rules and regulations exist regarding the presence of temporary foreign workers on their soil. Some countries' systems appear to be more efficient and generous than others.

This quantitative research project seeks to establish whether employers regard the regulatory frameworks that controlling the intake of intra company transferees equally. This will be achieved by identifying and surveying human resource professionals at international organizations.

This research will be restricted to regulatory framework governing the movement of intra company transferees who move to Australia, Ireland, the United Kingdom and the United States

Introduction

In this fourth component, of the DBA program, a quantitative piece of research will be conducted. The third document in this program was a qualitative piece of research that used a hermeneutic approach to understanding published regulatory texts regarding the intra company transfer policies of the subject countries. It reached certain conclusions based on the qualitative research process. These conclusions identified a number of strengths and weaknesses within the official intra company transfer

systems of Australia, Ireland, the United Kingdom and the United States. These were discussed and conclusions were drawn. This quantitative piece of research will attempt to establish whether the findings of the quantitative piece can be corroborated through survey research and statistical analysis. The qualitative research indicated that the intra company transfer systems of the subject countries are not equally efficient and business friendly. This piece of research will attempt to establish whether it is statistically possible to prove that some of the regulatory systems are viewed as more efficient and business friendly than others.

Quantitative and qualitative research is often differentiated by their understanding of objectivity. Qualitative research often precedes the corresponding quantitative research (Smith, 1983). As a result, quantitative and qualitative pieces of research employ different methodological approaches. Quantitative researchers employ tools for data gathering whereas qualitative research relies on the researcher to do the data gathering. As Smith illustrates, it is these different approaches to research that make it difficult to directly compare quantitative and qualitative research pieces. Their objective methodologies and employed analysis differ and result in diverse epistemological consequences (Smith, 1983). Qualitative and quantitative research pieces have historically been at odds with one another (Smith and Heshusius, 1986). However the past few decades have seen qualitative and quantitative research move away from the adversarial relationship to one of compatibility and cooperation with a legitimization of the understanding that

they can both exist simultaneously and share the same realist oriented assumptions (Smith and Heshusius, 1986).

As part of this program, a literature review of the existing research on the topic of intra company transfers was conducted. The review included, amongst others, a search for a definition of intra company transfers, an understanding of the role of expatriation in global expansion and a review of individual and organizational motivations behind these transfers. The review identified a variety of documents that directly and indirectly addressed the subject of expatriation and intra company transfers. It included studies on expatriation failure rates and how families of expatriates adapt. What the review failed to identify was existing research as to how employers viewed the different regulatory systems that they were subject to during the intra company transfer process.

Nardi sees quantitative research as part of a process of exploring, describing, explaining and evaluating for the purpose of in depth understanding (2003, p.9). This understanding is then used to make decisions and predictions. Creswell differentiates qualitative research from quantitative research based on a series of factors, including the nature of research questions, qualitative research uses more open ended questioning where quantitative uses closed-ended question (2003, p.19). Qualitative research incorporates personal values and ideas in the study whereas quantitative relies more on standards of validity and reliability through scientific observation (Creswell, 2003, p.19). Qualitative research employs an ethnographic approach in contrast with the postpositive

approach applied in quantitative studies (Creswell, 2003, p.20). Quantitative research gathers empirical data gathered by research instruments such as surveys and the analysis of existing databases (Creswell, 2003, p.24). Quantitative research methodologies are suited to business research due to the nature of the subject. Businesses exist around numbers and quantities that are measureable (Buglear, p.2). Numbers and quantities are the basis of most business proposals and are present when decisions are made and results are analyzed (Buglear, p.2).

Hypotheses are untested statements that specify a relationship between two or more variables (Nardi, p.36). Essentially it is a theory derived from a previous reading of the research or exposure to the subject matter. The research project will introduce a hypothesis based on the qualitative research conducted in document 3. This researcher has decided that this quantitative research will compliment the qualitative research conducted in the previous document while allowing document 4 to exist as a separate piece of research.

Document 3 of this program performed qualitative research using existing statutory data and applied a hermeneutic research methodology to draw certain conclusions. This document aims to compliment the qualitative findings of document 3 by conducting survey based empirical research on the same subject. The survey will be web based and deployed to human resource decision makers at multi-national organizations based in Australia, Ireland, the United Kingdom and the United States.

Conceptual framework

Human experience	Knowledge	Analysis	Meaning
Empiricism	Survey methodology	Hypothesis	
Experiences of Human Resource Managers	Knowledge captured in survey responses	Statistical models and analysis	Conclusions, findings and implications for management
Positivism	Survey deployment	Probability	
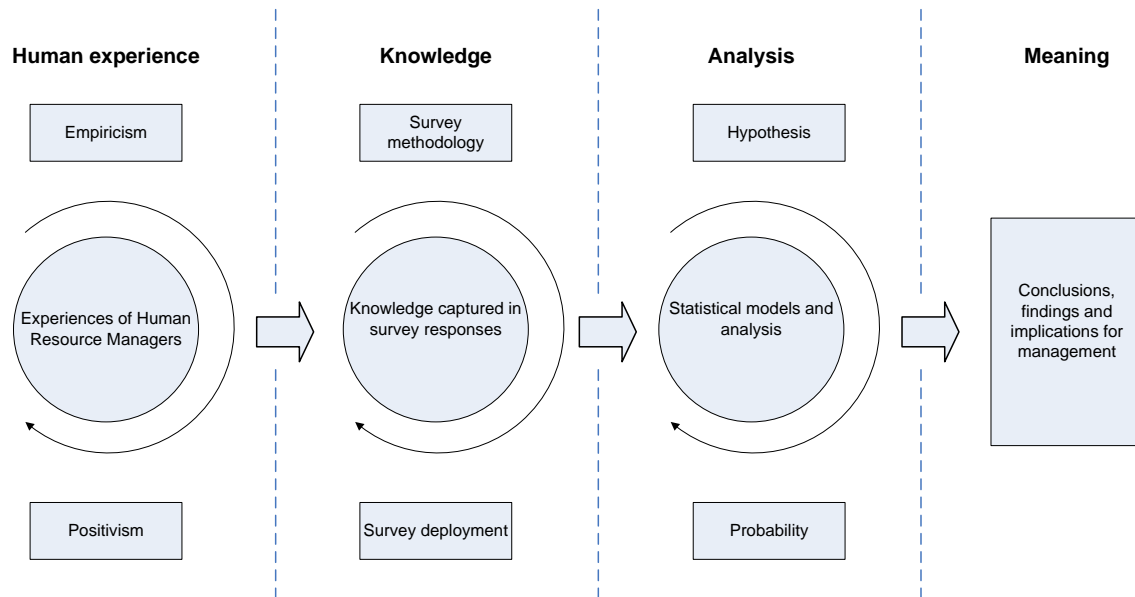
Research questions and objectives

Document 3 examined the published intra company policies of Australia, Ireland, the United Kingdom and the United States. It was a qualitative research piece that examined policy documents for accessibility and ease of use. Additionally it sought to identify factors that are common to the intra company transfer policies of these four countries. Cost, processing times and availability of visas are all examples of factors that were identified in document 3.

Document 4 takes some of the emergent factors that influence the intra company process as identified in document 3 and performs quantitative research with the intent of determining if there is a measurable discernable difference in preference for the intra company transfer policies of one country over another.

These objectives will be met by designing and launching a survey that targets human resource managers at international organizations that transfer workers to Australia, Ireland, the United Kingdom and the United States. These managers will be asked to indicate their level of satisfaction with the intra company transfer systems of these countries based on four parameters:

- efficiency and predictability of the regulatory process governing incoming intra company transferees
- extensions of work permits for intra company transferees
- provisions for dependents of intra company transferees
- overall satisfaction with the intra company regulatory process

Hypothesis

The hypothesis and a null hypothesis stated below will be tested according to the understanding of hypothesis and empirical research described earlier in this paper. The statistical analysis to be performed in the research project will seek to establish whether the probability that the hypothesis is true and can be demonstrated.

H_0 – There is no discernable difference between the satisfaction levels experienced by human resource managers with the intra company transfer systems of Australia, Ireland, the United Kingdom and the United States.

H_1 – There is a discernable difference between the satisfaction levels experienced by human resource managers

with the intra company transfer systems of Australia, Ireland, the United Kingdom and the United States.

Methodology – Positivism, Empiricism, Modern Empiricism and Survey methodology – connecting the dots

Positivism is a product of humankind's need to understand the world. In the case of positivism, we comprehend and function in the world around us through science and rationale (Fisher, 2007, p.17). This allows for the development of 'value free' knowledge, which is knowledge that can be used to predict behavior based on laws and probability built up through experience (Fisher, 2007, p.17). Auguste Comte is generally credited with being the founder of positivism (Muglioni, 1996). Comte saw knowledge as historical rather than psychological, the implication being that people acquired their knowledge base and frame of reference from observations and past experiences (Muglioni, 1996). Positivism allows the history of the past, i.e. our experiences, to speak of future progresses (Comte, 1851, p.319). Positivist education would, according to Comte, result in people being able to understand modernity through reconciliation with history (Muglioni, 1996). People would be free of the superstition and fallacies presented as fact and able to draw their own conclusions based on observation and past experience. Comte even chided the scientific establishment for indulging in observation and research rather than relying on past and possibly incorrect accepted theory (Muglioni, 1996). Beged-Dov and Klein offer a contemporary view of positivism, within the realm of management science, observing that management researchers, who like their economist and sociologist counterparts, need to consider historic

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validity in their research as well as future implications (1970).

Comte promoted the idea of scientific observation in a social world that was comprehensible through empirical research (Babbie, 2004, p.35). He described this as the systemization of our social life (1851, p.318). This positivist process would result in a set of universally governing rules that could be used to establish probabilities and predict future behaviors and outcomes (Babbie, 2004, p.35). The use of empirical methods allows objectivity and results in objective or value neutral knowledge (Smith, 1983). Positivism is reality, based on experience and is accessible, measurable and logical (Nardi, 2003, p.217).

Comtean positivism may seem outdated in modern research but the principle of studying social sciences in the same way that we research physical sciences remains valid (Smith, 1983). Smith extends this further by observing that social scientists should stand apart from their research subjects and treat the subjects as independent and object-like, consistent with the way that physical scientists treat their research subjects (Smith, 1983). The other aspect of Comtean positivism that Smith sees as valid in modern day social research is positivism's neutral approach to research, the ability to remove bias in the research and rise above value laden language and theory (1983).

Empiricism requires that all scientific claims be verified through experimental and observational evidence (Lowe, 1995, p.32) and that theories can only be deemed

empirically accurate through the use of observation (Psillos & Curd, 2008, p.129). Modern empiricism or British empiricism is largely attributed to John Locke, a British philosopher who lived in the 17th century (Lowe, 1995, p.3). Locke articulates his theory of empiricism by stating that experience writes on a blank slate and thereby fills minds with ideas (1959, p.39). Locke was critical of the concept of innate principles and promoted the idea that certainty could be achieved without resorting to the idea of original notions or principles (1959, p.38). The modern empiricist ontological viewpoint dictates that knowledge is derived from theory and that complex knowledge is built on simple concepts that when combined, create a law of associations (Hjorland, 2005). In his anchor work, 'an essay of human understanding', Locke breaks from traditional empiricism by identifying primary and secondary qualities of observations. Primary qualities are those that are learnt through simple sensory observation, as defined by traditional empiricism. Secondary qualities are those observations that become apparent as a result of reflection (Locke, p.xcvi). Locke explained the primary and secondary qualities of empiricism by using an example of someone who encounters a rose. The primary qualities are the observation of the shape and odor of the flower. The secondary are the qualities derived from the observation that roses have sharp thorns that can cause pain (Locke, p.xcvi). The thorn on the rose is observable but the pain that it produced is not observable through the senses. By differentiating between primary and secondary qualities, Locke established the appreciation that recognizable experiences can be independent of the physical object (Locke, p.xcvi).

British empiricism evolved into a separate philosophy that differentiated itself from traditional empiricism by stressing that sensations lead to ideas and that these ideas lead to the creation of more complex ideas based on the original sensations and observations (Locke, p.civ). Reflection on observations allowed modern empiricists to formulate more complex theories than would have been allowed in the traditional definition of empiricism. This understanding of modern empiricism is supported by Hjorland who states that empiricism is a bottom up strategy to information processing whereby simple observations or sensations are processed into more complex understanding and knowledge (2005).

Empiricism, as a philosophical outlook, holds that all knowledge of a subject is derived from sense experience with that subject (Longworth, 2009). This is supported by Nardi, who recognizes that the foundations of empiricism dictates knowledge is experience (2003, p.7). Understanding of the world comes through observation and not through speculation or theorizing (Nardi, 2003, p.7). Rosnow and Rosenthal contemporize the empiricism debate by observing that speculative ideas and intuitions constrained modern scientist and impose limitations on their ability to justify what they feel they know (1989).

Empiricism and positivism are aligned as philosophies in that they obtain facts through observation (Hjorland, 2005). Empiricism and positivism are separate epistemologies, empiricism being a subset of positivism (Hjorland, 2005). In this researchers understanding,

positivism is an overarching epistemology that bases itself on the principle of knowledge through experience. Its philosophy relies heavily on the principle that history is used in the formulation of knowledge. Empiricist epistemology does not differ dramatically from positivist epistemology on these points. However empiricism aligns itself more with the science of the observation, with modern or British empiricism extending it further to the science of the reflection. British empiricism has strayed from positivism in that it relies firstly on sensation as the basis of knowledge with the understanding that knowledge is then further expanded into complex ideas and knowledge through the process of scientific reflection.

Positivism, Empiricism and Hypotheses

Positivism allows for the concept of theories that can be explored and proven whereas traditional empiricism takes the approach that the facts speak for themselves. Positivism and empiricism were divided as to the extent to which a theory could drive the research process. Modern day empiricists have embraced a more progressive stance to the role of theory in research accepting that research can be driven by proposition or descriptive sentences (Polifroni & Welch, 1999, p.373). Modern empiricists have moved towards an acceptance of 'protocol sentences', which went on to become the underpinning of hypothesis testing in the methodology (Polifroni & Welch, 1999, p.373). This understanding is endorsed in a backhanded way by Cross who indicates that modern empiricism allows for hypothesis testing but does not allow for the ultimate proving of hypothesis but it will allow for meaningful discussion of the probability that a hypothesis is true (2008). This

research project will embrace the tenets of modern empiricism, using observable facts to establish probability within the confines of a specific hypothesis. The underlying ideas of positivism will be used in the research. Survey takers will be responding to survey questions that will call on their knowledge that they have acquired through personal history and experience with the subject matter. Empiricism is observation and in the research context observation manifests as data collection (Nardi, 2003, p.7).

This understanding of positivism and empiricism will serve as the underpinning of the survey methodology that will be applied in this piece of research.

Research objectives and hypothesis will be identified and outlined in this paper. In order to fulfill the research objective and create enough data to address the hypothesis, a survey has to be designed and launched. Survey methodology needs to trade off between response rates and cost (Kreuter, 2009). Both of these elements factor into the typology of surveys. Jansen et al. identify three survey typologies: Point of contact, E-mail based and Web based (2007). All of these typologies were considered. Point of contact would be cost prohibitive as this survey relies on respondents that are scattered across the globe. Email and web based surveys sound similar but differ in terms of delivery and quality. Web based survey are separate pieces of software that reside on external servers whereas e-mail based surveys are typically conducted from internally in organizations and still require the researcher to capture the survey responses into separate

databases (Jansen et al., 2007). Modern web based survey tools offer data security and response tracking facilities (Kreuter, 2009). Ensuring survey quality requires diligent monitoring of results and awareness of the potential for coverage, sampling, non-response and adjustment errors. All of these errors are best tracked and managed via a web based survey (Enanoria, 2008). Reliability and validity of survey respondents in point of contact and web based surveys is similar (Jansen et al., 2007). Additionally web based surveys offer faster turn around times, ease of reach, multi format questions, confidentiality and direct data capture, the down side is that web based survey rely on the population group having internet access (Jansen et al., 2007). Solomon's research on electronic survey methodologies differentiates between e-mail and web-based surveys (2001). The 1990s saw e-mail surveys as the most popular electronic survey tool. E-mails were distributed to targeted respondents with a series of questions as response was requested. This resulted in a series of e-mail responses that required further tabulation and aggregation (Solomon, 2001). Web based survey tools use an e-mail cover letter and a hypertext link to the survey software. This ensures that all the data is stored on one server and data tabulation and aggregation is done by the survey software. Whereas the web based survey tool has efficiency and data security that its e-mail counterpart cannot offer, the e-mail tool offers the researcher more personal involvement in the handling of the data (Solomon, 2000). Web based survey tools also run the risk of multiple responses emanating from a single respondent.

With the understanding of positivism, empiricism and survey methodology, this researcher will formulate a methodological approach to conducting survey research. The survey population group consists of human resource professionals at multi national or global organizations. The members of this population are educated and online. Their survey responses will be positivist in nature and draw on their professional experiences and observations in the workplace. The population will be contacted using a web based survey tool that will capture data on a secure third party server. An empiricist approach will be used to evaluate the data and determine the probabilities of proving or disproving the hypothesis.

A separate section of this paper explains the design details of the survey.

Alternative methodologies considered

Rationalism, as a philosophy, maintains that sensation and innate feelings are a basis for acquiring knowledge and understanding things (Lafave, 2006). A simplistic understanding of the rationalist approach says that a hunch or a gut feeling is a basis for knowledge. Rationalists rely on both intuition and deductive reasoning as a basis for drawing conclusions from research (Longworth, 2009). Descartes, considered one of rationalisms founding scholars, uses religion and the existence of God as an argument for rationalism (1974, p.165). To fortify his reasoning, Descartes points to our very existence, in a world where we are surrounded by so many things that we cannot even pretend to understand from a physical or scientific perspective, as argument for accepting certain

things as given (1974, p.112). Spinoza, one of Descartes
fellow rationalists, is also considered a founder in the
movement. He too uses the existence of God as an
explanation for our existence and in turn our incomplete
understanding of the world around us (1974, p.193).
Longworth's explanation of rationalism, where understanding
is sometimes considered innate, falls somewhere between the
Descartes & Spinoza's Godly motivated rationalisms and the
more contemporary rationalistic views of the critical
rationalists. The critical rationalist forego the idea of
innate reasoning powers and argue in favor of critical
thinking, a research tool that is developed within us
through social interaction (Psillos & Curd, 2008, p.58).
Although the more contemporary rationalists do
differentiate themselves from the rationalist founders, the
difference between positivism and rationalism remains.
Critical thinking is in itself an offshoot of the innate
reasoning ideas of the original rationalist thinking and
still relies on gut feelings and hunches.

Longworth notes that the whole rationalism/empiricism
argument is not mutually exclusive (2008). There may in
fact be several potential middle grounds where researchers
apply rational and non-rational approaches to different
aspects of the research (Longworth, 2008).

This research will be conducted using the positivist and
empiricist approach outlined earlier in the paper. That
said there is an appreciation of Longworth's argument that
rationalism/empiricism discussion does not have to be
settled once and for all and that a choice of methodology

should always be flexible so as to accommodate the nature of the research (Longworth, 2009).

Examples of this methodology

Simmons & Simmons' 2006 survey of international business attitudes analyzed the responses to their 350 questionnaire survey which sampled a population of international organizations (2006). While the survey tool itself differs from the one being used in this research paper, the survey methodology and target population are similar. Simmons and Simmons targeted specific decision makers within each organization and drew upon those respondents' international business experience (2006). The survey relied on the respondent's knowledge to formulate empirical results to the survey and presented research findings.

Dow Corning's survey similarly used a telephonic based survey to measure business attitudes towards sustainability (2007). Like Simmons & Simmons, Dow Corning targeted specific decision makers at international organizations who possessed knowledge of the subject matter (2007). Neither Simmons & Simmons' nor Dow Corning surveyed respondents' innate feelings or hunches. They used targeted survey questions that considered the knowledge possessed by respondents.

The Grant Thornton organization survey of stress levels among employees of organizations around the world used a web based survey tool (2006). Their survey tool differed from Simmons and Simmons and Dow Corning but their empirical approach was the same. They targeted decisions

makers at organizations around the globe and asked them to respond to survey question based on their experience.

This piece of research lacks the infrastructure and resources that major business research companies such as Simmons and Simmons, Dow Corning and Grant Thornton have and will rely on a smaller sample of international organizations. Despite this limitation, this research paper will rely on similar survey methodologies to those described above.

Survey design – what the literature says

This quantitative research project set out to scientifically establish the level of satisfaction that organizations experience with the regulatory intra company transfer systems of Australia, Ireland, the United Kingdom and the United States. To do this a survey tool was designed to measure these levels of satisfaction.

Creswell identifies the following issues in survey design:
1. Purpose of the survey – what generalizations are being made from a survey sample, what inferences about attitudes and perceptions can be derived from this (2003, p.154).
2. Identifying participants – why was a certain group of participants selected for the survey, and are they representative of the population as a whole (Creswell, 2003, p.156).
3. Cross sectional vs. longitudinal – will the data be collected at one point in time or will the data be collected over a period of time (Creswell, 2003, p.155).

The approach of this survey will be cross sectional. The survey will be administered for a month and the result captured in that time period will be recorded. These results will not be compared to any future or past survey results. The approach will be single stage but if response rates prove to be too low a second stage will be considered. Schonlau et al. recommend a staggered rollout of the survey allowing for a more organized management of responses (2002, p.52). This survey has a six week rollout but due to the nature of the survey and the limited number of potential respondents, problems with overwhelming response rates are not anticipated.

Nardi identifies four types of variables that can be applied in survey research (2003, p.44). This research project employs both discreet and continuous variables. The questions regarding the economic sector in which the organization operates is an example of a discrete variable whereas the question regarding the number of transferees is a continuous variable. As Nardi points out, some discrete variables are also nominal variables, which is the case for the economic sector question (2003, p.44). The survey also employs ordinal variables, which according to Nardi, are discrete variables that increase or decrease in a specific order, (2003, p.45). The question regarding cost of intra company transfers is progressive and would be considered an ordinal variable (see appendix 1).

Once the population is identified, a means of identifying individuals within that population needs to be determined (Creswell, 2003, p.156). In the case of this survey, the population is any multi-national organization that

transfers individuals to facilities in Australia, Ireland, the United Kingdom and the United States. The organizations in this group can be identified in business and trade publications, representative samples need to use an unbiased method of choosing participants (Fink1, p.4). This survey has attempted to meet this requirement by using multiple trade and business organizations lists and combining them to form a sample group. Babbie notes that double barreled questions should be avoided along with ambiguous questions or questions with a negative connotation (2004, p.246 - p.248). These types of questions are not always immediately obvious because survey designers come to their job with certain inherent biases and agendas. To overcome a survey designer's predisposition, Babbie recommends utilizing an impartial reviewer (2004, p.249).

A web based survey format was selected for this research project. Consideration behind this choice of technology included cost, resource availability, industry trends and anticipated responses rates (Nardi, p.60). Nardi warns that web based surveying can lead to bias problems as there are still portions of the population that do not have access to the Internet (Nardi, p.60). This was not an issue for this survey as all participants are major organizations with an established web presence.

Historical controls rely on data that is available from other sources, possibly public records or other published data (Fink1, p.43). This type of control will be used in the survey. Based on the research conducted in the qualitative part of this program, the researcher has gathered knowledge related to costs of transferees. This

will allow the researcher to identify false or misleading responses in the cost and number of transferees' responses. Caro et al. note that historical controls should be established in a separate and earlier study, they should be well documented (2005). The cost related to the processing of an intra company transfer visa was established as part of the qualitative research conducted in Document 3 and meets the criteria that Caro et al. established for historical controls. These costs will be reported by the survey respondents and used to establish the credibility of the survey response.

The survey should include a set of general instructions that inform respondents about the nature and number of questions that they can expect (Bourquet & Fielder, p.75). The general instructions should also include an explanation of what is expected of the respondent at the conclusion of the survey. A clear concise set of instructions is included at the start of the survey. The survey is short and has few mandatory questions. Additionally respondents are asked to complete the survey and submit the final screen and exercise their option to receive feedback about the results of the survey if they so wish.

One directional intensity-scales are used for most of the survey questions. Nardi notes that odd numbered intensity scales allow for a neutral response (p.67). This was desired for this survey, a one through five one direction intensity-scale was used to measure satisfaction levels. Nardi recommends that the direction of the intensity in one directional scales be varied between questions (2003, p.70). However because of the concise nature of the survey

this principle was not applied to this survey. Self administered surveys should be short and specific in their questioning and avoid double barreled questions (Bourque and Fielder, p.47). Restricted response choices reduce response rate errors by survey takers (Schonlau et al, 2002, p.44). The question should avoid abstract phrases and the use of jargon. This is especially true when the survey is aimed at a diverse group of respondents (Bourque and Fielder, p.53). Although the target groups in the research surveys are respondents based in English speaking countries, the survey design avoids phrases or expressions that may be considered American or Eurocentric rather opting for generic wording. Open ended questions are perceived by respondents as being too time-consuming and ambiguous and result in a decreased drop out rate amongst survey respondents (Manferda & Vehovar, 2002). Several open ended questions were included in this survey, they were designed to capture extra comments about regulatory systems of particular countries, they are not mandatory.

Nardi notes the dangers of leading questions in unsolicited surveys (2003, p.58). The survey questions are stratified across the four research countries and contain the same wording for each country. The business and trade publication lists identify the headquarters of the respective organizations.

Fink refers to a 'Cross sectional design' approach that is used in survey based measurements (Fink1, p.52). The cross-section is a snapshot of a current or prior situation. In the case of this survey the cross section design will pertain to the limited period that the survey runs and it will measure the results of this.

The online software used for the deployment of this survey allows for administrator pilot testing or field testing. The results of these test runs are not included in the final result of the respondents numbers during that time.

Wording of survey questions is critical, the questions need to be consistent and concise leaving the respondent with a clear understanding of what is expected of them (Nardi, 2003, p.69). Schonlau et al. recommend avoiding unnecessary questions that the survey itself could derive. A prime example of this would be the current date (2000, p.43). The survey software being utilized in this project takes care of the boilerplate aspects of the survey. With this understanding, survey questions were developed and reviewed so that they were easy to read and understand. Themes and country names were highlighted in the survey questions. The survey contains only a few mandatory questions, with only five of the 46 questions requiring answers. These questions are known as mandatory or forced choice questions and are limited to questions that determine the direction of the survey (Nardi, 2003, p.67). In the case of this survey, four of the five mandatory questions are country specific and determine whether the responding organization has had any intra company transfers to a specific country. Schonlau et al. warn against the use of forced answers that may encourage the survey taker to abandon the survey entirely (2002, p.45).

Schonlau et al. recommends restricting the amount of questions per survey screen, allowing the user to avoid scrolling up and down the screen (2000, p.42). This effect

was partially achieved in this survey design, the survey screens are broken out by country but because the overall number of question was low there are a limited number of questions per survey screen. Missing answers can either be ignored or recorded as high or low values (Nardi, p.89). This survey will ignore missing answers and not include them in the statistical results. Bourque & Fielder refer to the questions that determine the direction of the survey as 'skips'. They warn against using skips if they will result in unnecessary complication for the respondent (2003, p.40). This is not the case in this survey. The skips are based on a single affirmative question verifying that the respondent organization did transfer people to a certain country. The skips are transparent to the respondent and do not create ambiguity in response. Skip logic should be constructed so as to transparently redirect respondents away from questions that do not concern them (Babbie, 2004, p.252). In the past this would have been handled with a redirect instruction to the respondent but the use of embedded Boolean skip logic makes the navigation seamless to the extent that the respondent would not even be aware of the existence of the skipped questions.

Bourque & Fielder warn against ordering survey questions in a way that they become progressively more complex (2003, p.61). This results in respondents being drawn into the survey initially but abandoning it part way through due to the increased complexity. This survey avoided this by making all the questions as simple as possible and avoiding mandatory questions so that respondents feel comfortable skipping questions and proceeding with the rest of the survey.

The survey software used in the research project allows for a survey progress indicator. This approach is recommended by Schonlau et al. as it allows survey respondents to gauge the time spent and understand the progress of the survey (2002, p.47). This survey did not include a progress indicator as the survey skip logic is based on an affirmative answer for a specific country and there is no way to present this logically as a progress indictor. However the survey introduction does indicate the maximum number of survey questions that a respondent can encounter.

Response motivation is an important element of any survey and is influenced by several different factors: for example, the need to find out something about themselves (Fink2, p.29). The only motivation made available in this survey is the option to see the results of the final survey once it is complete. Respondents have the option of entering their e-mail address at the end of the survey. As Manfreda & Vehovar note, participation incentives help in reducing the drop out rate but do not increase the overall response rate (2002). The implication being that if someone has already started the survey they are less likely to drop out if there is a completion incentive.

Questionnaires need to be visually pleasing and multiple drafts of the proposed questionnaire are required. This gives the survey author the opportunity to identify the final format which would be economical and easy to answer (Nardi, 2003, p.79). This survey went through five iterations of formatting and redesign before the final format was decided on. This survey does not include any

sensitive pieces of information. However because of the low number of mandatory questions, any question that could be perceived as being sensitive could be ignored. Nardi recommends avoiding questions that could be perceived as sensitive but if they do need to be included in the survey, they should be in an interval format allowing for a wide range of answers (Nardi, 2003, p.78). This survey contains no inserted graphics that can cause slow loading or a confusing incomplete presentation of graphics (Schonlau, 2000, p.43). This has become less of an issue with the advent of high speed broad band internet access.

Self Administered questionnaires need to meet a higher standard of user friendliness than other survey types (Bourque & Fielder, 2003, p.47). Self administered surveys, such as web based surveys, can be easily terminated or postponed by respondents. To reduce this risk survey designs should stress the ease of use and completion success rates. Limited amount of questions and survey logic that navigates respondents through unnecessary parts of the survey are essential to user friendly survey design (Bourque & Fielder, 2003, p.50).

Fisher observes the importance of informed consent in survey design (2007, p.64). Survey design is required to include text that requires respondents passive or active confirmation that they give consent to participate in the survey and that they understand that participation is voluntary and that they may withdraw at any time (2007, p.65).

Issues in survey execution

A survey response rate is the measure of intensity at which respondents from a sample participated in the survey tool (Babbie, 2004, p.261). In the case of this survey a series of industry documents were consulted to determine whether an acceptable response rate for this type of survey and target audience was satisfactory.

Unless a survey is so successful that it has a hundred percent response rate, the researcher has to be aware of potential response bias (Babbie, 2004, p.261). In this research the issue of response bias will be examined at the economic sector level (see appendix 1).

The survey itself is anonymous and does not track biographic or geographic factors that could be considered in the response bias evaluation. Nardi recommends using a trap question, as a response bias warning, one which gives the respondent the opportunity to give a patently incorrect answer to a particular question (2003, p.76). This survey is concise and efficient and does not rely on questions that may incline respondents to exaggeration. For this reason no trap question was included.

Solomon observes that internet based surveys (both e-mail and web based) have lower response rates than their traditional mail counterparts (2001). He speculates that this may be because internet surveys are easier and cheaper to launch than traditional mail surveys and respondents might perceive them as less important. Solomon surmises the web congestion that potential respondents are experiencing may also hamper response rates (2003). Falconer & Hodget did a survey of response rates for traditional mail surveys

in business research and found that typical response rates ranged from 12.2% to 23% (1999). Manfreda & Vehovar did a similar study of response rates but focused on web based surveys and found response rates anywhere from 1 to 95% with an average of 39% (2002). These response rates cover a broad range of web based surveys and there are no specific response rate figures for surveys that targeted business respondents. Acording to Tarnai, response rates between 10% and 50% are the norm for business surveys, with traditional mail based surveys generally getting a higher response rate than web based surveys (2004). Tarnai also recognizes that business respondents preferred web based surveys to traditional mail surveys (2004).

Restricting responses to one per IP address/workstation prevents respondents from posting multiple responses for whatever reason, malicious or inadvertent. This will serve as a survey control.

This survey
Several online software tools exist in the market place. The dominant players are Zoomerang and Survey Monkey (MacAfee, 2007). Survey Monkey is a fast growing enterprise that doubled in size in the past year (Arrington, 2009). But it is Zoomerang that seems to have established a corporate presence with 400 of the Fortune 500 companies listed as clients and 900,000 registered users (McAfee, 2007). Both Survey Monkey and Zoomerang offer a basic service for free and an additional more sophisticated service for a premium fee (Carter-Pokras et.al., 2006). In addition to these two service providers there are several other smaller providers of web based survey software that

offer free or premium packages to subscribers. These providers include QuestionPro, Freeonlinesurveys and Sphinxsurvey (Carter-Pokras et.al., 2006). Carter-Pokras et.al. evaluated SurveyMoneky, Zoomerang Question Pro and Freeonlinesurveys against a series of criteria including cost, storage, reporting, data portability and online help (2006). This research project chose Zoomerang as its survey tool. This decision was based on the research by Carter-Pokras et al. and the fact that Zoomerang was the largest and most recognized provider in the online survey software market place.

The Zoomerang software was accessible and user friendly. For a monthly fee the survey development tool and deployment tool were made available. Zoomerang offers an option of modifiable survey templates and a development tool that allowed the researcher to create a survey from scratch. The development process was intuitive and offered numerous different question types and advice on how the different questions types are used. It also made recommendations about layout, page-breaks and skip functionality.

This survey used a database of human resource contacts at multi-national organizations which was assembled and audited by this researcher. The first step in establishing this database was identification of large multi-national organizations. The premise being that the larger the organization, the more likely they were to be doing international intra company transfers. The Forbes 2000 global corporations and the Forbes global 500 lists were used for the initial basis for the database. Both lists

identified major corporations operating globally. The Forbes 2000 list included mid sized corporations. All organizations on this list based in Australia, Ireland, the United Kingdom and the United States were identified and added to the database. In addition to the Forbes list the Rand Institute's list of top 20 NGOs and the Software top 100 list were also examined for Australian, Irish, British and American organizations and added to the database. This inclusion of the later two lists ensured that it was not exclusively for-profit organizations which were being researched and that the software industry, well known for its portable workers, was included.

The result of this process was a database of approximately 980 organization names. Some of the lists had overlaps. The next step in the process was to identify contact details at each of these organizations. This was done by accessing the corporate web page of each of these organizations and searching for contact details. Priority was given to identifying a human resource contact, if this was not available, a public relations or general information contact was sought out, and roughly half of the organizations offered these details. The ones that did not sometimes offered telephonic or mail contact details. Those details were not included in this database as this research project uses a web based survey tool. The new result was a database of approximately 643 multi-national organizations based in Australia, Ireland, the United Kingdom and the United States complete with e-mail or web based contact details.

The survey was designed to be concise and user friendly. As a self administered survey it runs the risk that respondents terminate early or postpone. The target group of respondents is human resource managers at major international organizations. This group consists of busy professional workers who do not always have time to participate in surveys. It was with this understanding that every effort was made to keep the survey short and efficient.

Statistical tools

The survey captures biographic data at the beginning and at the end. The body of the survey is broken into four equal pieces targeting responses for Australia, Ireland, the United Kingdom and the United States (see appendix 1). These four pieces contain a series of country specific questions which survey satisfaction levels experienced with the intra company transfer system of the particular country as well as biographic data concerning volume of transfers and use of migration agents. At the end of each country section the respondent is given the opportunity to suggest changes or improvements in free text answer format.

The survey used in this research document relies heavily on four choice progressive likert scales (see appendix 1, questions 5 – 8, questions 17 – 20, questions 27 – 30, questions 38 – 41).
Each country section of the survey measures the respondent's satisfaction with the following parameters:
- efficiency and predictability of the regulatory process governing incoming intra company transferees

- extensions of work permits for intra company transferees
- provisions for dependents of intra company transferees
- overall satisfaction with the intra company regulatory process

The result of this is a series of responses, measuring satisfaction on four different aspects of the intra company transfer systems of Australia, Ireland, the United Kingdom and the United States.

The analysis in this research document will rely on a statistical comparison between the four countries to individual aspects of satisfaction. The responses to the efficiency and predictability question will be tabulated for each country and compared statistically. Likewise an inter country statistical comparison will be performed on the responses to the extensions, provisions for dependents and overall satisfaction questions. Comparative data will be analyzed for statistically significant differences in satisfaction levels between countries. This data will be used to demonstrate the probability that the hypothesis is valid.

Clason and Dormody describe likert scales as 'presuming the existence of an underlying (or latent or natural) continuous variable whose value characterize the respondents attitudes and opinions' making them ideal survey tools for measuring progressive ordinal satisfaction level responses (1994).

Fisher recommends the use of the Chi-square test when analyzing categorical data (2007, p.219). Chi-square analysis is useful for determining whether there is a significant relationship between variables and can be used to measure the relationship between ordinal data such as likert scale responses (Nardi, 2003, p.144). Nardi notes that Chi-square analysis establishes the level of independence between particular variables and asks whether this level of independence is statistically significant (2003, p.144).

Chi-square analysis, using multiple groups, requires that data columns and rows contain values, as opposed to being empty (Berman, 2002, p.154). To eliminate this data deficiency issue, columns or rows can be combined, as demonstrated by Bryan & Wilson in their survey of financial managers where the likert scales value for the two negative likerts scale option (completely dissatisfied and partially dissatisfied) were combined for Chi-square testing due to lack of data (2007).

Other statistical tools exist for testing the statistical significance between multiple groups. The T-test is a commonly used tool but is restricted to two groups whereas the f-test, also know a ANOVA, can compare the means of three or more groups (Fisher, 2007, p.215). ANOVA test produces an F-statistic that indicates the ratio of variance between groups, the higher the statistic, the more significant the difference between groups (Fisher, 2007, p.215). ANOVA (ANalysis Of VAriance) tests consider the dispersion of scores around the mean and give more meaningful analysis with larger dispersions (Nardi, 2003,

p.174). ANOVA analysis assumes all the data groups have the same population size, however there is a variation on ANOVA known as the Kruskal-Wallis test that accommodates mean comparisons between groups of unequal population size (Lowry, 1999). A traditional ANOVA test is parametric in nature meaning it has higher requirements in terms of standardized population sizes and interval data, the Kruskal-Wallis test is nonparametric in that it allows for ordinal data and varied population sizes (Anderson et al., 1987, p.651). McBean & Rovers confirm the usefulness of the Kruskal-Wallis test in situations where no assumptions can be made regarding the underlying group population sizes (1998). A Kruskal-Wallis test generates a p-value which is a calculated indicator for accepting or rejecting a hypothesis. The p-value is calculated when comparing multiple groups of data during a Kruskal-Wallis test. If the calculated p-value is less than the p-value considered to be an acceptable level of significance, the null hypothesis is rejected. For the purposes of business research, a p-value of 0.05 is considered to be an acceptable level of significance (Anderson et al., 1989, p.834). While the p-value evaluation will reveal there are significant statistical differences between the groups of data, it does not reveal which groups are significantly different from one another. To determine the Wilcoxon rank sum test (a.k.a. Mann-Whitney test) should be performed on the data used in the Kruskal-Wallis test (McKenzie and Goldman, 1999, p.365). The Mann-Whitney statistical comparison compares two groups of data at a time. This research project will require six comparisons groups:

- Australia/Ireland

- Australia/the United Kingdom

- Australia/the United States

- Ireland/the United Kingdom

- Ireland/the United States

- The United Kingdom/the United States

These six groups represent all the possible combinations of the subject countries in this research. By comparing each country to every other country in a Mann-Whitney test, it is possible to determine which countries are statistically significantly different from one another.

The survey utilized in this research project does not enforce responses to the likert scale questions and the questions that will be used in the statistical analysis (see appendix 1, questions 5 – 8, questions 17 – 20, questions 27 – 30, questions 38 - 41) may or may not be answered by respondents. This increases the likelihood of diverse population sizes amongst the groups. The survey utilizes a five point likert scale which limits the dispersion of results compared to a seven or nine point likert scale. With this understanding of the survey data, this research project will conduct a Chi-Square analysis and a Kruskal-Wallis variation of the ANOVA analysis.

From Locke to likert – linking the research methodology and statistical analysis

While Locke never mentions surveys in his writing he does mention experience as the center point of knowledge and learning (1959, p.38). Comte's approach to positivism considered scientific observation to be an underpinning of knowledge (Babbie, 2004, p.35). He goes further to explain

the secondary qualities of knowledge, those derived from reflection on personal experience (Locke, 1959, p.xcvi). This is in line with the view of modern empiricists that complex knowledge is derived from simple concepts (Hjorland, 2005).

The nature of the survey used in the research is conversational. The respondents are human resource professionals that have derived knowledge from their experiences in their field. These human resource managers now possess knowledge that would meet the modern empiricist definition of complex knowledge and possess the secondary qualities that Locke described.

By taking the survey results and collectively applying statistical analysis to the responses, this research will establish an aggregated view of the combined knowledge of the survey participants. The applied statistical models will result in scientific knowledge in the positivist mold.

Modern empiricists allow for the use of hypothesis testing with statistical analysis being used to determine the probability that a hypothesis is true or false (Cross, 2008). This research will evaluate the statistical analysis and weigh it against the hypothesis using an acceptable significance alpha to establish the probability of a hypothesis being valid.

The aggregated data and the hypothesis testing will allow the researcher to draw conclusions and identify management recommendations.

Survey results

The survey was launched on the 2nd of October 2009. The survey invitations were distributed by e-mail (either direct or through a web form) over a period of 14 days. The survey invitations were not distributed in any specific sequence i.e. they were not sent out in country sequence or by organization size.

Of the 643 survey invitations that were distributed, 209 came back as either undeliverable or a template response indicating that the e-mail query would not proceed any further. There was no discernable pattern to the undeliverable e-mails. Based on this the survey size will be considered to be 434(643-209).

Of the 434 respondents who received survey invitations, 39 responded resulting in an 8.9% response rate. This survey rate is within the broad parameters of expected response rates outlined in the survey issues section of this paper. Although only 39 respondents participated in the survey, 85 people visited the survey website indicating that some survey recipients were curious enough to visit the survey site without participating.

In addition to the 39 survey participants, there are at least 50 personalized responses from organizations stating that they acknowledged my survey request but that their organizational policy prohibited them from participating. On an anecdotal level there were several responses indicating that currently their human resource departments were receiving unprecedented numbers of unsolicited e-mail

regarding employment. The responses to this survey were anonymous unless the participants chose to nominate their e-mail address in question 46 (see appendix 1). No reminders or follow up survey requests were sent out.

Survey responses came from the following sectors: banking, finance, retail, telecom, energy, medical, construction, mining, non governmental, information technology, manufacturing and hospitality.

Applied Statistical Analysis

The likert scale survey question results will be analyzed in four sections:

Parameter 1 – questions measuring satisfaction with the ***speed and predictability*** of processing intra company transfer visas for workers moving to Australia (question 5), Ireland, (question 16), the United Kingdom (question 27) and the United States (question 38).

Parameter 2 – questions measuring satisfaction with the ***extensions*** of intra company transfer visas and work permits for workers moving to Australia (question 6), Ireland, (question 17), the United Kingdom (question 28) and the United States (question 39).

Parameter 3 – questions measuring satisfaction with ***provisions made for dependents*** of intra company transferees moving to Australia (question 7), Ireland, (question 18), the United Kingdom (question 29) and the United States (question 40).

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Parameter 4 – questions measuring **overall satisfaction** with the process of moving intra company transferees to Australia (question 8), Ireland, (question 19), the United Kingdom (question 30) and the United States (question 41).

Statistics for Parameter 1 – speed and predictability

Chi-Square Test:

```
                            United   United
        Australia  Ireland  Kingdom  States   Total
   1          1        4        0        4       9
            1.71     1.71     2.48     3.10
            0.293    3.081    2.483    0.259

   2          5        6        8       15      34
            6.45     6.45     9.38    11.72
            0.325    0.031    0.203    0.915

   3          5        1        8        1      15
            2.84     2.84     4.14     5.17
            1.633    1.196    3.605    3.366

Total        11       11       16       20      58
```

Chi-Sq = 17.389, DF = 6, P-Value = 0.008
7 cells with expected counts less than 5.

Kruskal-Wallis Test:

```
Country   N   Median   Ave Rank       Z
Aus       11   3.000     31.8      0.50
Ire       11   3.000     22.2     -1.60
U.K.      16   3.500     39.3      2.71
U.S.A.    20   3.000     24.5     -1.64
Overall   58             29.5
```

H = 9.37 DF = 3 P = 0.025
H = 11.94 DF = 3 P = 0.008 (adjusted for ties)

Mann-Whitney rankings

<pre> N Median **Australia** 11 3.000 **Ireland** 11 3.000 Point estimate for ETA1-ETA2 is 1.000 95.1% CI for ETA1-ETA2 is (-0.000,2.000) W = 154.0 Test of ETA1=ETA2 vs ETA1≠ETA2 sgnfcnt @ 0.0762 The test is sgnfcnt at 0.0565 (adjusted for ties)</pre>	<pre> N Median **Australia** 11 3.000 **U.K.** 16 3.500 Point estimate for ETA1-ETA2 is -0.000 95.4% CI for ETA1-ETA2 is (-1.000,1.000) W = 150.0 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.8629 The test is sgnfcnt at 0.8470 (adjusted for ties)</pre>
<pre> N Median **Australia** 11 3.000 **U.S.A.** 20 3.000 Point estimate for ETA1-ETA2 is 1.000 95.0% CI for ETA1-ETA2 is (-0.000,1.000) W = 231.5 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0232 The test is sgnfcnt at 0.0077 (adjusted for ties)</pre>	<pre> N Median **Ireland** 11 3.000 **U.K.** 16 3.500 Point estimate for ETA1-ETA2 is -1.000 95.4% CI for ETA1-ETA2 is (-1.001,-0.000) W = 106.0 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0191 The test is sgnfcnt at 0.0103 (adjusted for ties)</pre>
<pre> N Median **Ireland** 11 3.000 **U.S.A.** 20 3.000 Point estimate for ETA1-ETA2 is 0.000 95.0% CI for ETA1-ETA2 is (-1.000,-0.000) W = 170.5 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.8365 The test is sgnfcnt at 0.8020 (adjusted for ties)</pre>	<pre> N Median **U.K.** 16 3.5000 **U.S.A.** 20 3.0000 Point estimate for ETA1-ETA2 is 1.0000 95.3% CI for ETA1-ETA2 is (-0.0001,1.0001) W = 396.0 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0015 The test is sgnfcnt at 0.0002 (adjusted for ties)</pre>

Statistic for Parameter 2 — extensions

Chi-Square Test:

```
                                United  United
         Australia   Ireland   Kingdom  States   Total
   1          0          4         0        5        9
            1.71       1.71      2.48     3.10
            1.707      3.081     2.483    1.159

   2          7          7         8       12       34
            6.45       6.45      9.38    11.72
            0.047      0.047     0.203    0.006

   3          4          0         8        3       15
            2.84       2.84      4.14     5.17
            0.469      2.845     3.605    0.912

Total        11         11        16       20       58
```

Chi-Sq = 16.564, DF = 6, P-Value = 0.011
7 cells with expected counts less than 5.

Kruskal-Wallis Test:

```
Country   N   Median   Ave Rank      Z
Aus      11   3.000      35.4     1.29
Ire      11   3.000      18.7    -2.36
U.K.     16   3.500      38.8     2.57
U.S.     20   3.000      24.8    -1.54
Overall  58              29.5
```

H = 12.21 DF = 3 P = 0.007
H = 15.70 DF = 3 P = 0.001 (adjusted for ties)

Mann-Whitney rankings

```
                N  Median
Australia  11   3.000
Ireland    11   3.000
Point estimate for ETA1-ETA2 is 1.000
95.1% CI for ETA1-ETA2 is (0.0004,1.0003) W=162.5
Test of ETA1=ETA2 vs ETA1≠ETA2 sgnfcnt @ 0.0197
The test is sgnfcnt at 0.0064 (adjusted for ties)
```

```
                      N  Median
Australia     11   3.000
U.K.          16   3.500
Point estimate for ETA1-ETA2 is -0.000
95.4% CI for ETA1-ETA2 is (-0.9997,-0.0000)W=142.0
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.5704
The test is sgnfcnt  at 0.5100 (adjusted for ties)
```

```
                  N  Median
Australia    11   3.000
U.S.A.       20   3.000
Point estimate for ETA1-ETA2 is 1.000
95.0% CI for ETA1-ETA2 is (0.0000,1.0000) W=217.0
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0945
The test is sgnfcnt at 0.0543 (adjusted for ties)
```

```
                  N  Median
Ireland      11   3.000
U.K.         16   3.500
Point estimate for ETA1-ETA2 is -1.000
95.4% CI for ETA1-ETA2 is (-1.0000,-0.0003) W=94.0
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0033
The test is sgnfcnt at 0.0010 (adjusted for ties)
```

```
                  N  Median
Ireland      11   3.000
U.S.A.       20   3.000
Point estimate for ETA1-ETA2 is 0.000
95.0% CI fr ETA1-ETA2 is (-1.0001,-0.0001) W=153.0
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.3529
The test is sgnfcnt at 0.2819 (adjusted for ties)
```

```
                        N  Median
U.K.             16   3.5000
United States    20   3.0000
Point estimate for ETA1-ETA2 is 1.0000
95.3% CI fr ETA1-ETA2 is (-0.0001,0.9998)W=372.0
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0162
The test is sgnfcnt at 0.0071 (adjusted for ties)
```

Statistic for Parameter 3 – provisions for dependents

Chi-Square Test:

```
                            United   United
         Australia  Ireland  Kingdom  States   Total
   1          0         7        0        3      10
            1.90      1.90     2.76     3.45
            1.897    13.733    2.759    0.058

   2          7         4        4       14      29
            5.50      5.50     8.00    10.00
            0.409     0.409    2.000    1.600

   3          4         0       12        3      19
            3.60      3.60     5.24     6.55
            0.044     3.603    8.715    1.925

Total        11        11       16       20      58
```

Chi-Sq = 37.152, DF = 6, P-Value = 0.000
6 cells with expected counts less than 5.

Kruskal-Wallis result

```
Country    N  Median  Ave Rank      Z
Aus       11   3.000     33.0     0.77
Ire       11   2.000     12.1    -3.79
U.K.      16   4.000     44.2     4.10
U.S.      20   3.000     25.3    -1.37
Overall   58             29.5
```

H = 25.49 DF = 3 P = 0.000
H = 29.99 DF = 3 P = 0.000 (adjusted for ties)

Mann-Whitney rankings

N Median **Australia** 11 3.000 **Ireland** 11 2.000 Point estimate for ETA1-ETA2 is 1.000 95.1% CI for ETA1-ETA2 is (1.000,2.000) W=173.0 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0025 The test is sgnfcnt at 0.0011 (adjusted for ties)	N Median **Australia** 11 3.0000 **U.K.** 16 4.0000 Point estimate for ETA1-ETA2 is -0.5000 95.4% CI fr ETA1-ETA2 is (-1.0002,-0.0001) W=118.0 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0798 The test is sgnfcnt at 0.0448 (adjusted for ties)
N Median **Australia** 11 3.0000 **U.S.A.** 20 3.0000 Point estimate for ETA1-ETA2 is -0.0000 95.0% CI for ETA1-ETA2 is (-0.0003,1.0002) W=210.0 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.1666 The test is sgnfcnt at 0.0929 (adjusted for ties)	N Median **Ireland** 11 2.000 **U.K.** 16 4.000 Point estimate for ETA1-ETA2 is -2.000 95.4% CI for ETA1-ETA2 is (-2.000,-1.000) W=74.0 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0001 The test is sgnfcnt at 0.0000 (adjusted for ties)
N Median **Ireland** 11 2.0000 **U.S.A.** 20 3.0000 Point estimate for ETA1-ETA2 is -1.0000 95.0% CI fr ETA1-ETA2 is (-0.9998,-0.0001) W=113.5 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0105 The test is sgnfcnt at 0.0039 (adjusted for ties)	N Median **U.K.** 16 4.0000 **U.S.A.** 20 3.0000 Point estimate for ETA1-ETA2 is 1.0000 95.3% CI for ETA1-ETA2 is (0.0002,1.0001) W=399.5 Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0010 The test is sgnfcnt at 0.0003 (adjusted for ties)

Statistic for Parameter 4 — overall satisfaction

Chi-Square Test

	Australia	Ireland	United Kingdom	United States	Total
1	1	5	0	4	10
	1.90	1.90	2.76	3.45	
	0.424	5.078	2.759	0.088	
2	3	5	6	13	27
	5.12	5.12	7.45	9.31	
	0.878	0.003	0.282	1.462	
3	7	1	10	3	21
	3.98	3.98	5.79	7.24	
	2.286	2.234	3.055	2.484	
Total	11	11	16	20	58

Chi-Sq = 21.033, DF = 6, P-Value = 0.002
6 cells with expected counts less than 5.

Kruskal-Wallis result

Country	N	Median	Ave Rank	Z
AUS	11	4.000	37.6	1.78
IRE	11	3.000	18.4	-2.43
U.K.	16	4.000	38.7	2.57
U.S.	20	3.000	23.8	-1.87
Overall	58		29.5	

H = 14.40 DF = 3 P = 0.002
H = 16.64 DF = 3 P = 0.001 (adjusted for ties)

Mann-Whitney rankings

	N	Median
Australia	11	4.000
Ireland	11	3.000
Point estimate for ETA1-ETA2 is 1.000
95.1% CI for ETA1-ETA2 is (-0.000,2.000) W=162.0
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0215
The test is sgnfcnt at 0.0166 (adjusted for ties)

	N	Median
Australia	11	4.000
U.K.	16	4.000
Point estimate for ETA1-ETA2 is 0.000
95.4% CI for ETA1-ETA2 is (-1.000,1.000) W=153.5
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 1.0000
The test is sgnfcnt at 1.0000 (adjusted for ties)

	N	Median
Australia	11	4.000
U.S.A.	20	3.000
Point estimate for ETA1-ETA2 is 1.000
95.0% CI for ETA1-ETA2 is (0.000,1.000) W=230.5
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0258
The test is sgnfcnt at 0.0147 (adjusted for ties)

	N	Median
Ireland	11	3.000
U.K.	16	4.000
Point estimate for ETA1-ETA2 is -1.000
95.4@ CI for ETA1-ETA2 is (-2.000,-1.000) W=96.5
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0049
The test is sgnfcnt at 0.0029 (adjusted for ties)

	N	Median
Ireland	11	3.000
U.S.A.	20	3.000
Point estimate for ETA1-ETA2 is 0.000
95.0% CI for ETA1-ETA2 is (-1.000,0.000) W=146.5
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.2312
The test is sgnfcnt at 0.1771 (adjusted for ties)

	N	Median
U.K.	16	4.0000
U.S.A.	20	3.0000
Point estimate for ETA1-ETA2 is 1.000
95.3% CI for ETA1-ETA2 is (0.0002,0.9999) W=385.5
Test of ETA1=ETA2 vs ETA1≠ETA2 is sgnfcnt @ 0.0046
The test is sgnfcnt at 0.0017 (adjusted for ties)

Statistical inference

Three statistical models have been applied to the survey data: Chi-square, Kruskal-Wallis and Mann-Whitney. The first two are applied with the intent of proving or disproving the probability of the null hypothesis. Nardi notes that a Chi-square analysis can disprove the null hypothesis by having a p value – lower than the standard significance alpha, 0.05 in this case (Nardi, 2003, p.149). P factors that are significantly smaller than the standard significance alpha imply higher levels of statistical importance. In other word a p value that is close to the standard significance alpha is of less statistical importance (Berman, 2002, p.57). Likewise the Kruskal-Wallis statistical models of multi group data also generate a p-value which is compared to the standard significance alpha in the same way as the Chi-square model (Berman, 2002, p.80).

Both the Chi-square and Kruskal-Wallis statistical models can tell us if there are significant statistical differences between multiple groups of data however they do not reveal which groups of data are statistically different, only if differences exist between some of the groups. To determine which groups are different a Mann-Whitney test is used. This detects differences between the two populations (Anderson et al., 1987, p.664). Each Chi-square and Kruskal-Wallis tests evaluates four groups of data (Australia, Ireland, the United Kingdom and the United States). This means that six Mann-Whitney tests have to be applied to the data: Australia/Ireland, Australia/United Kingdom, Australia/United States, Ireland/United Kingdom, Ireland/United States and United Kingdom/United States. If

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the Chi-square and Kruskal-Wallis models reveal that statistical differences exist, the results of the Mann-Whitney tests will identify which groups are statistically different.

Parameter 1 – questions measuring satisfaction with the ***speed and predictability***

Chi-square model generates a p-value of 0.008 which indicates that there are highly significant differences between the responses in the different groups. Likewise the Kruskal-Wallis models generate 0.008 adjusted p-value also indicating highly significant differences between the groups.

The Mann Whitney test finds the following statistical differences between groups:

Australia/United States – low significant differences
Ireland/United Kingdom – high statistical differences
United Kingdom/United States - high statistical differences

Based on the results of the research, the null hypothesis can be rejected for the parameter of speed and predictability. Based on the raw data and the Mann-Whitney model it appears that there is a higher level of satisfaction experienced with the speed and predictability of the Australian and British intra company transfer systems versus the Irish and American. There was no discernable difference between the levels of satisfaction between the Australian and British systems.

Parameter 2 – questions measuring satisfaction with the ***extensions*** of intra company transfer visas

Both the Chi square (0.011) and Kruskal-Wallis (adjusted 0.001) test find a high probability of high statistical differences existing between the groups.

The Mann-Whitney test identified highly significant differences between:

Australia/Ireland

Ireland/United States

United Kingdom/United States

Additionally there was a moderate difference between Ireland and the United States observed.

In terms of extensions for intra company transferees, this research concludes that there are significantly higher satisfaction levels with the Australian and British system over their Irish and American counterparts. It also concluded that the American system has a higher satisfaction level that the Irish system in terms of extensions. In terms of extension for intra company transferees, the null hypothesis can be rejected.

Parameter 3 – questions measuring satisfaction with *provisions made for dependents* of intra company transferees

Both the Chi-square and Kruskal-Wallis models generated p-values of zero. Minitab indicates the decimal point to three positions. This result suggests that there is an extremely high probability of significant differences between the groups allowing for the rejection of the null hypothesis.

The Mann-Whitney test indicates statistically significant differences between the following groups:

Australia/Ireland

Ireland/United Kingdom

Ireland/United States

United Kingdom /United States

Based on the raw data and the Mann-Whitney test it is possible to conclude the United Kingdom's policies generate the highest level of satisfaction in terms of provisions made for dependents. Australia follows and the United States is placed third.

Parameter 4 – questions measuring ***overall satisfaction*** with the process of moving intra company transferees
The Chi-square and Kruskal-Wallis tests generate p-values of 0.002 and adjusted 0.001 values respectively. Both indicate high levels of statistical significance when compared to the standard alpha or 0.05.

The following Mann-Whitney tests indicate high levels of statistical significance: Ireland/United Kingdom, United Kingdom/United States. Moderate levels of statistical significance were found between Australia/Ireland, Australia/United States and Ireland/United States. And no statistical significant difference was found between Australia/United Kingdom.

In terms of overall satisfaction the null hypothesis can be rejected. The raw data and Mann-Whitney test seem to indicate Australia and the United Kingdom jointly share the highest level of overall satisfaction. The United States placed third in terms of overall satisfaction.

What the results tell us
The qualitative piece of research that preceded this document evaluated the published regulatory policies of the four subject countries and reached several conclusions. In

terms of intra company transfer policy, it identified
Australia as cost friendly and efficient with generous
provisions for dependents of transferees. Ireland was found
to be the opposite with long processing times, high costs
and ambiguous published policy. The United Kingdom was
found to be the strictest enforcer of regulations but
shared Australia's low cost and efficiency traits. The
United States was identified as granting the most generous
length of stay to transferees but also suffered from
ambiguity in published policy.

The qualitative research in Document 3 took a broad
approach to identifying factors in the policy documents and
comparing the countries based on these factors. This piece
of research takes a more specific approach comparing the
perceptions based on four factors. Despite the different
approaches, the two pieces of research do reach some common
conclusions. Whereas Document 3 identified Australia and
the United Kingdom as the most efficient, Document 4 finds
that these two countries receive the highest level of
overall satisfaction. Similarly document 3 identifies
Ireland and the United States as having poorly communicated
policy; document 4 finds their overall levels of
satisfaction to be lower.

What the results contribute to management decision making
A recent Mercer institute study found that the number of
employees on international assignments had increases by 90%
over the past three years (2008). The Mercer study also
established that 47% of the organizations it surveyed
planned to increase the use of expatriate workers in future
(2008). Globerman & Shapiro note that the increasing number

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of global workers can be connected to increasing global foreign direct investment and reduction of trade barriers around the world (2008). This migration of workers is not limited to a movement of workers from developing to developed countries but that much of the traffic of workers is between developed countries (OECD, 2001). Many of these workers participate in intra regional migrations between Europe and the Americas as part of their career development (OECD, 2001).

Multinational corporations and other organizations often expand globally to maintain their competiveness. Technology and the reduction of trade barriers have facilitated these expansions and increased an organization's ability to deploy workers abroad. Organizations make international staffing decisions based on language, cost and convenience. This piece of research has established that expatriate destinations are not all equal in terms of convenience and cost of migration. It is with this understanding that international human resource managers may choose to increase staff in one country while reducing staff in another. In order to make this happen, company management needs to have realistic expectations and an understanding of the intra company transfer policies of the respective countries. Based on the findings in this study, human resource managers can evaluate their staffing needs and decide if the risk of disruption due to long processing times in one country is outweighed by the efficiency and convenience of an alternate country.

As this research study has established, the intra company transfer systems of the United Kingdom and Australia

generate higher levels of satisfaction amongst
international human resource managers than the systems
operating in the United States and Ireland. This
differentiation could factor into future global expansion
and staffing decisions allowing human resource managers to
prepare realistic time lines and contingency plans in their
international staffing decisions. As the OECD report notes,
many employees want to undertake international assignments
as part of their career development process (2001). In the
case of a transferee who has a spouse with a career, the
human resource manager could advise the employee which
countries might be the most hospitable to allowing the
spouse to take up employment opportunities.

Conclusion
The literature review conducted in document 2 identified a
host of existing research that related to the issue of
intra company transfer of employees. However the literature
identified in the review did not focus on the specific
issue of employee intra company transfers. This research
project differentiates itself from the existing literature
by building on the qualitative research performed in
document 3 and giving attention to the issue of intra
company transfers. This is achieved by measuring the
satisfaction levels associated with the intra company
transfer systems administered by the countries involved in
this study. It can be argued that the research performed in
document 3 and 4 is limited in that it focused on four
developed English speaking countries. The counter argument
would be that this research focuses on four countries in
which international organizations operate and who have
established intra company transfer policies and

regulations. Future research into the subject could build on the current research by involving a more geographically and economically diverse base of countries.

The findings of this research document attempt to fill part of the research gap identified in the literature review.

The result of this research indicates that there are statistically different levels of satisfaction experienced with the intra company transfer processes of the four research countries. The analysis shows that two of the countries are considered to be more efficient and friendly to organizations wishing to transfer employees. The details of the analysis offer insight into what it is that these specific countries do that makes them more efficient and friendly. They are less likely to disrupt the business operation of an organization by delaying or declining visa applications. They are more hospitable to the dependent family members of intra company transferees and they are more likely to approve extension in tenure to current intra company transferees.

While this research does not evaluate all the emergent factors related to the intra company transfer policies identified in document 3, it does address three of the most important factors as well as the overall satisfaction level.

The survey deployed in the research project included demographic and biographic questions, in addition to the four sets of questions that were analyzed for this research project. These included questions concerning the cost of intra company transfers. Other questions, like the question

regarding the number of annual transferees, may contain useful statistical data but did not form part of the statistical analysis performed in this project.

In addition to the survey response data, this research also produced additional anecdotal data in the form of e-mail responses from non survey takers. Many of these responses acknowledged receipt of the survey but declined participation on the grounds of company policy. Others indicated that some of this data was available through the public parts of their corporate website. Several responses alluded to a recent increase in the number of unsolicited queries to their corporate human resources function. The implication being that the current state of the global economy may be creating a large number of employment-related requests. No hostile or negative responses were received from survey takers or non survey takers. All responses were polite and candid and some of the non responders were apologetic and indicated that they would have liked to participate in the survey.

Yet the biggest groups of survey targets was neither the survey responders nor the polite decliners, they were the non-responders. These are the survey targets of who little is known, it is possible to speculate as to why they chose not to respond in any way. A recent book by a journalist who was allowed extended access the Google Corporation, highlighted the company's hesitancy to discuss issues relating to the specific number of foreign workers currently employed in the United States (Auletta, 2009). This incident offers an anecdotal explanation as to why many other organizations may be hesitant to respond to

surveys regarding the specifics of their international worker force, even if they are anonymous. The topic seems to be considered taboo by some large employers who may feel that revealing this data may constitute bad press or may even offer their competitors insight into their international staffing strategies.

While this anecdotal information provides an interesting diversion from the statistical analysis, it should not take away from the core findings of this research. There are statistically significant differences between the level of satisfaction experienced by human resource managers when comparing the intra company transfer systems of Australia, Ireland, the United Kingdom and the United States.

It can be concluded that on the four parameters (speed and predictability, extension, provision for dependents and overall satisfaction), human resource managers at multinational organizations view the intra company transfer systems of Australia and the United Kingdom more favorably that those of the Ireland and the United States.

Although this research has addressed the research objectives outlined earlier in the document, there is still a dearth of information and research on the subject. This research paper may possibly form a starting point for further research into intra company policies. Future research may include additional countries and examine other aspects or factors that have an effect on expatriates and human resource managers.

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Appendix 1

Survey workspace

Created: August 24 2009, 8:30 AM
Last Modified: August 24 2009, 8:30 AM
Design Theme: Basic Black
Language: English
Button Options: Labels
Disable Browser "Back" Button: False

NOTTINGHAM TRENT UNIVERSITY

Survey of organization's usage of international intra-company employee transfers, conducted by Jonathan Rodger as part of a Doctoral Research Program. http://www.ntu.ac.uk/nbs/index.html

Page 1 - Heading

This research project compares the intra-company transfer regulations of Australia, Ireland, The United Kingdom and The United States.

Intra-Company transferee are employees or potential employees who are transferred to or recruited for positions within your organization. Employees must have been transferred or recruited for a period of at least six months.

This survey is designed to be concise and use as little of your time as possible. It is anonymous, however if your organization is interested in learning the results of the survey you will be given the opportunity to enter a correspondence e-mail address at completion. This is a short survey with only a few mandatory questions.

Please provide answers to the following research questions which look at the way organizations transfer and recruit employees to their offices and facilities in Australia, Ireland, United Kingdom and the United States.

Participation in this survey is voluntary and survey takers are free to withdraw from the survey at any point. The survey results will not be stored if the survey is abandoned and the final survey page is not submitted. By clicking the final submit button the respondent gives consent to participating in this anonymous survey.

Page 1 - Question 1 - Choice - One Answer (Bullets)   [Manda

Which answer best describes the economic sector that your organization operates in?

- ○ Banking and Finance
- ○ Retail
- ○ Telecommunications
- ○ Energy
- ○ Medical
- ○ Construction
- ○ Mining
- ○ Non Governmental Organization
- ○ Information Technology
- ○ Other, please specify

Has your organization transferred employees to or recruited international employees for offices or facilities in Australia in the past 24 months?

○ Yes
○ No [Skip to 3]

Page 2 - Heading

The questions on this page pertain specifically to organizations that have transferred or attempted to transfer employees or new recruits to their Australian offices or facilities in the past 24 months.

Page 2 - Question 3 - Yes or No

Does your organization typically use a private immigration agent or lawyer when transferring current or new employees to facilities in Australia?

○ Yes
○ No
○ Additional Comment

Page 2 - Question 4 - Choice - One Answer (Bullets)

What is the aproximate cost associated with acquiring work permit or intra-company work visa for an employee being transferred by your organization to a position in Australia.

○ 0 to 1500 AUD
○ 1501 to 3000 AUD
○ 3001 to 4500 AUD
○ 4501 to 6000 AUD
○ 6001 to 7500 AUD
○ More than 7501 AUD

Page 2 - Question 5 - Rating Scale - One Answer (Horizontal)

On a scale of 1 to 5 describe your satisfaction with the speed and predictability of the Australian Government in processing applications of work permits or intra-company work visas
for employees being transferred by your organization to Australia.
1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

Page 2 - Question 6 - Rating Scale - One Answer (Horizontal)

On a scale of 1 to 5 please describe your satisfaction with applications for extensions of work permits or intra-company work visas for employees who have been transferred to Australia by your organization.

1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

Page 2 - Question 7 - Rating Scale - One Answer (Horizontal)

On a scale of 1 to 5 please describe your satisfaction with provisions by the Australian Immigration Authority for dependents of intra-company transferees. This would include spouse and dependent visa availability and access to education, labour market and health coverage.

1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

Page 2 - Question 8 - Rating Scale - One Answer (Horizontal)

On a scale of 1 to 5 please describe your overall satisfaction with the process of moving current employees or new recruits from outside of Australia to an Australian facility of your organization. This would include the level of satisfaction with the policy and costs of the Australian Immigration Authority in charge of regulating the movement of workers, the issuance of work permits and the admission of intra-company transferees into Australia.
1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

Page 2 - Question 9 - Choice - One Answer (Bullets)

How many employees has your organization moved from outside of Australia to one of your Australian offices or facilities in the past 24 months? Estimates are acceptable.

○ 1-20 employees
○ 21-40 employees
○ 41-60 employees
○ 61-80 employees
○ 81-100 employees
○ 101-120 employees
○ 121-140 employees
○ 141-160 employees
○ 161-180 employees
○ 161-200 employees
○ More than 200

Page 2 - Question 10 - Yes or No

Has your organization had an application for a work permit or an intra-company visa denied by the Australian Immigration Authorities in the past 24 months?

○ Yes
○ No
○ Additional Comment

Page 2 - Question 11 - Yes or No

Has the operation of your organization been unduly disrupted by the slow processing and denial of work permits and intra-company transfer visas for workers moving to Australia?

○ Yes
○ No
○ Additional Comment

....

Page 2 - Question 12 - Open Ended - Comments Box

Please tell us what could be done to improve the way the Australian Government processes work permits and intra-company visa applications.

....

....

....

....

Page 3 - Question 13 - Yes or No   [Manda

Has your organization transferred employees to or recruited international employees for offices or facilities in Ireland in the past 24 months?

○ Yes
○ No [Skip to 5]

Page 4 - Heading

The questions on this page pertain specifically to organizations that have transferred or attempted to transfer employees or new recruits to their Irish offices or facilities in the past 24 months. For the purposes of transfers to Ireland, the survey is only interested in NON European Union Citizens that were transferred.

Page 4 - Question 14 - Yes or No

Does your organization typically use a private immigration agent or lawyer when transferring current or new employees to facilities in Ireland?

○ Yes
○ No
○ Additional Comment

....

Page 4 - Question 15 - Choice - One Answer (Bullets)

What is the aproximate cost associated with acquiring work permit or intra-company work visa for an employee being transferred by your organization to a position in Ireland.

○ 0 to 1500 EUR
○ 1501 to 3000 EUR
○ 3001 to 4500 EUR
○ 4501 to 6000 EUR
○ 6001 to 7500 EUR
○ More than 7501 EUR

On a scale of 1 to 5 describe your satisfaction with the speed and predictability of the Irish
Government in processing applications of work permits or intra-company work visas
for employees being transferred by your organization to Ireland.
1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

On a scale of 1 to 5 please describe your satisfaction with applications for extensions of work
permits or intra-company work visas for employees who have been transferred to Ireland by your
organization.

1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

On a scale of 1 to 5 please describe your satisfaction with provisions by the Irish Immigration
Authority for dependents of intra-company transferees. This would include spouse and dependent
visa availability and access to education, labour market and health coverage.

1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

On a scale of 1 to 5 please describe your overall satisfaction with the process of moving current
employees or new recruits from outside of Ireland to an Irish facility of your organization.
This would include the level of satisfaction with the policy and costs of the Irish Immigration
Authority in charge of regulating the movement of workers, the issuance of work permits and the
admission of intra-company transferees into Ireland.
1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

How many employees has your organization moved from outside of Ireland to one of your Irish
offices or facilities in the past 24 months? Estimates are acceptable.

- ○ 1-20 employees
- ○ 21-40 employees
- ○ 41-60 employees
- ○ 61-80 employees
- ○ 81-100 employees
- ○ 101-120 employees
- ○ 121-140 employees
- ○ 141-160 employees
- ○ 161-180 employees

○ 161-200 employees
○ More than 200

Has your organization had an application for a work permit or an intra-company visa denied by the Irish Immigration Authorities in the past 24 months?

○ Yes
○ No
○ Additional Comment

Has the operation of your organization been unduly disrupted by the slow processing and denial of work permits and intra-company transfer visas for workers moving to Ireland?

○ Yes
○ No
○ Additional Comment

Please tell us what could be done to improve the way the Irish Government processes work permits and intra-company visa applications.

[Manda

Has your organization transferred employees to or recruited international employees for offices or facilities in The United Kingdom in the past 24 months?

○ Yes
○ No [Skip to 7]

The questions on this page pertain specifically to organizations that have transferred or attempted to transfer employees or new recruits to their British offices or facilities in the past 24 months. For the purposes of transfers to The United Kingdom, the survey is only interested in NON European Union Citizens that were transferred.

Does your organization typically use a private immigration agent or lawyer when transferring current or new employees to facilities in The United Kingdom?

○ Yes
○ No
○ Additional Comment

....

What is the aproximate cost associated with acquiring work permit or intra-company work visa for an employee being transferred by your organization to a position in The United Kingdom.

○ 0 to 1500 GBP
○ 1501 to 3000 GBP
○ 3001 to 4500 GBP
○ 4501 to 6000 GBP
○ 6001 to 7500 GBP
○ More than 7501 GBP

On a scale of 1 to 5 describe your satisfaction with the speed and predictability of the British Government in processing applications of work permits or intra-company work visas
for employees being transferred by your organization to The United Kingdom.
1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

On a scale of 1 to 5 please describe your satisfaction with applications for extensions of work permits or intra-company work visas for employees who have been transferred to The United Kingdom by your organization.

1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

On a scale of 1 to 5 please describe your satisfaction with provisions by the British Immigration Authority for dependents of intra-company transferees. This would include spouse and dependent visa availability and access to education, labour market and health coverage.

1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

On a scale of 1 to 5 please describe your overall satisfaction with the process of moving current employees or new recruits from outside of The United Kingdom to a British facility of your organization. This would include the level of satisfaction with the policy and costs of the British Immigration Authority in charge of regulating the movement of workers, the issuance of work permits and the admission of intra-company transferees into The United Kingdom.
1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
❍	❍	❍	❍	❍

How many employees has your organization moved from outside of The United Kingdom to one of your British offices or facilities in the past 24 months? Estimates are acceptable.

- ❍ 1-20 employees
- ❍ 21-40 employees
- ❍ 41-60 employees
- ❍ 61-80 employees
- ❍ 81-100 employees
- ❍ 101-120 employees
- ❍ 121-140 employees
- ❍ 141-160 employees
- ❍ 161-180 employees
- ❍ 161-200 employees
- ❍ More than 200

Has your organization had an application for a work permit or an intra-company visa denied by the British Immigration Authorities in the past 24 months?

- ❍ Yes
- ❍ No
- ❍ Additional Comment

_____

Has the operation of your organization been unduly disrupted by the slow processing and denial of work permits and intra-company transfer visas for workers moving to The United Kingdom?

- ❍ Yes
- ❍ No
- ❍ Additional Comment

_____

Please tell us what could be done to improve the way the British Government processes work permits and intra-company visa applications.

_____

....

....

....

[Manda

Has your organization transferred employees to or recruited international employees for offices or facilities in The United States in the past 24 months?

○ Yes
○ No [Skip to 9]

Page 8 - Heading

This is the final page of the survey.
The questions on this page pertain specifically to organizations that have transferred or attempted to transfer employees or new recruits to their American offices or facilities in the past 24 months.

Page 8 - Question 36 - Yes or No

Does your organization typically use a private immigration agent or lawyer when transferring current or new employees to facilities in The United States?

○ Yes
○ No
○ Additional Comment

....

Page 8 - Question 37 - Choice - One Answer (Bullets)

What is the aproximate cost associated with acquiring work permit or intra-company work visa for an employee being transferred by your organization to a position in The United States.

○ 0 to 1500 USD
○ 1501 to 3000 USD
○ 3001 to 4500 USD
○ 4501 to 6000 USD
○ 6001 to 7500 USD
○ More than 7501 USD

Page 8 - Question 38 - Rating Scale - One Answer (Horizontal)

On a scale of 1 to 5 describe your satisfaction with the speed and predictability of the American Government in processing applications of work permits or intra-company work visas
for employees being transferred by your organization to The United States.
1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

On a scale of 1 to 5 please describe your satisfaction with applications for extensions of work permits or intra-company work visas for employees who have been transferred to The United States by your organization.

1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

On a scale of 1 to 5 please describe your satisfaction with provisions by the American Immigration Authority for dependents of intra-company transferees. This would include spouse and dependent visa availability and access to education, labour market and health coverage.

1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

On a scale of 1 to 5 please describe your overall satisfaction with the process of moving current employees or new recruits from outside of The United States to an American facility of your organization. This would include the level of satisfaction with the policy and costs of the American Immigration Authority in charge of regulating the movement of workers, the issuance of work permits and the admission of intra-company transferees into The United States.
1 being not at all satisfied and 5 being completely satisfied.

Not Satisfied	2	Neutral	4	Very Satisfi
○	○	○	○	○

How many employees has your organization moved from outside of The United States to one of your American offices or facilities in the past 24 months? Estimates are acceptable.

- ○ 1-20 employees
- ○ 21-40 employees
- ○ 41-60 employees
- ○ 61-80 employees
- ○ 81-100 employees
- ○ 101-120 employees
- ○ 121-140 employees
- ○ 141-160 employees
- ○ 161-180 employees
- ○ 161-200 employees
- ○ More than 200

Has your organization had an application for a work permit or an intra-company visa denied by the American Immigration Authorities in the past 24 months?

- ○ Yes

○ No
○ Additional Comment

Page 8 - Question 44 - Yes or No

Has the operation of your organization been unduly disrupted by the slow processing and denial of work permits and intra-company transfer visas for workers moving to The United States?

○ Yes
○ No
○ Additional Comment

Page 8 - Question 45 - Open Ended - Comments Box

Please tell us what could be done to improve the way the American Government processes work permits and intra-company visa applications.

Page 9 - Question 46 - Open Ended - One Line

If you would like to receive the results of this survey please enter your e-mail address in the block below.

Thank You Page

Thank you for participating in this survey.

Screen Out Page

Screen Out Page

Over Quota Page

Over Quota page

Survey Closed Page

Survey Closed Page

Doctorate of Business Administration

Document five

A qualitative research document

Jonathan Rodger

Originally submitted September 2010
Resubmitted with minor amendments
January 2011

Global, mobile and professional - a
case study of individuals who have
participated in intra-company
transfers.

ABSTRACT

Organizations operate globally. Workers are transferred between local and international offices as they are selected for international assignments. Regulatory frameworks, designed to control the inflow of foreign workers, exist in most countries. Rules and regulations exist regarding the presence of temporary foreign workers on their soil. Some countries' systems appear to be more efficient and generous than others.

As part of this program two pieces of research have been conducted on this subject. The qualitative piece evaluated the apparatus that regulates the inflow of workers. The quantitative piece measured the satisfaction of employers with the respective apparatuses. Both of these pieces of research considered the intra-company transfer process from an institutional perspective.

This document will maintain the research theme but consider the implications of and satisfaction with the intra-company transfer process from the individual perspective. The research findings will then be evaluated against the findings of the previous research documents. The findings of the papers will be triangulated and mutual conclusions recognized.

Introduction and research objectives

Four document deliverables have been completed as part of the DBA program requirements prior to this document. The first was a research proposal. The second was a literature review of the existing research on intra-company transfers.

The third document was a piece of qualitative research that examined the existing intra-company transfer systems of four destination countries, Australia, Ireland, the United Kingdom and the United States. This document used hermeneutic methodology to identify emergent factors in the respective intra-company transfer systems. These factors were then evaluated and compared in terms of the policies and regulations of the four research countries. The fourth document was a quantitative piece that surveyed human resource managers responsible for transferring employees to facilities in the four subject countries. The results of the survey were analyzed in order to identify strengths and weaknesses in the respective systems.

Both the qualitative and quantitative research in documents three and four employed an institutional focus. Document three evaluated the regulatory processes that were published by the official agencies managing intra-company transfers. Document four surveyed the opinions of human resource managers regarding the effectiveness of the different intra-company transfer systems as perceived by the organization. While these two pieces of research looked at two different groups of institutional players, the regulatory body as reflected in their policy documents and multinationals organizations as represented by their human resource managers, neither study considered the individual transferee directly.

This research paper will examine the intra-company transfer process from the individual perspective. It will consider the findings of documents three and four as a basis for determining whether commonalities exist between the

institutional and individual perspectives on intra-company transfers. The emergent factors that were identified in document three along with the perceptions and rankings that were established in document four will be used as a baseline in the evaluation of the individual perspectives.

A qualitative research approach using case study methodology will be utilized to establish the perceptions of individuals who have taken part in intra-company transfers in the past. This case study qualitative research will be compared to the findings of document three and four. Commonalties and differences will be identified and discussed.

The research objective of this paper is to establish how intra-company transferees experience the regulatory process that governs intra-company transfers to Australia, Ireland, the United Kingdom and The United States. A secondary objective is to establish whether there is a correlation between the institutional perception and preferences for certain intra-company systems that were identified in document three and four and the findings of this paper. If perceptions and preferences can be paralleled at the institutional and individual levels, then the research would attempt to establish why there is an individual preference for the one system over another. A third research objective is to contribute to current management practices by identifying issues in this research that would benefit organizations when making decisions on intra-company transfers. This research is undertaken with the understanding that case study methodology offers a limited amount of generalization in its results. It is with this

awareness that this piece of research will serve as a complement to the previous research documents triangulating the previous research findings with the in-depth case analysis produced in this document. These three objectives combined with the case study methodology form the theoretical framework that will be used in this research.

CONCEPTUAL FRAMEWORK
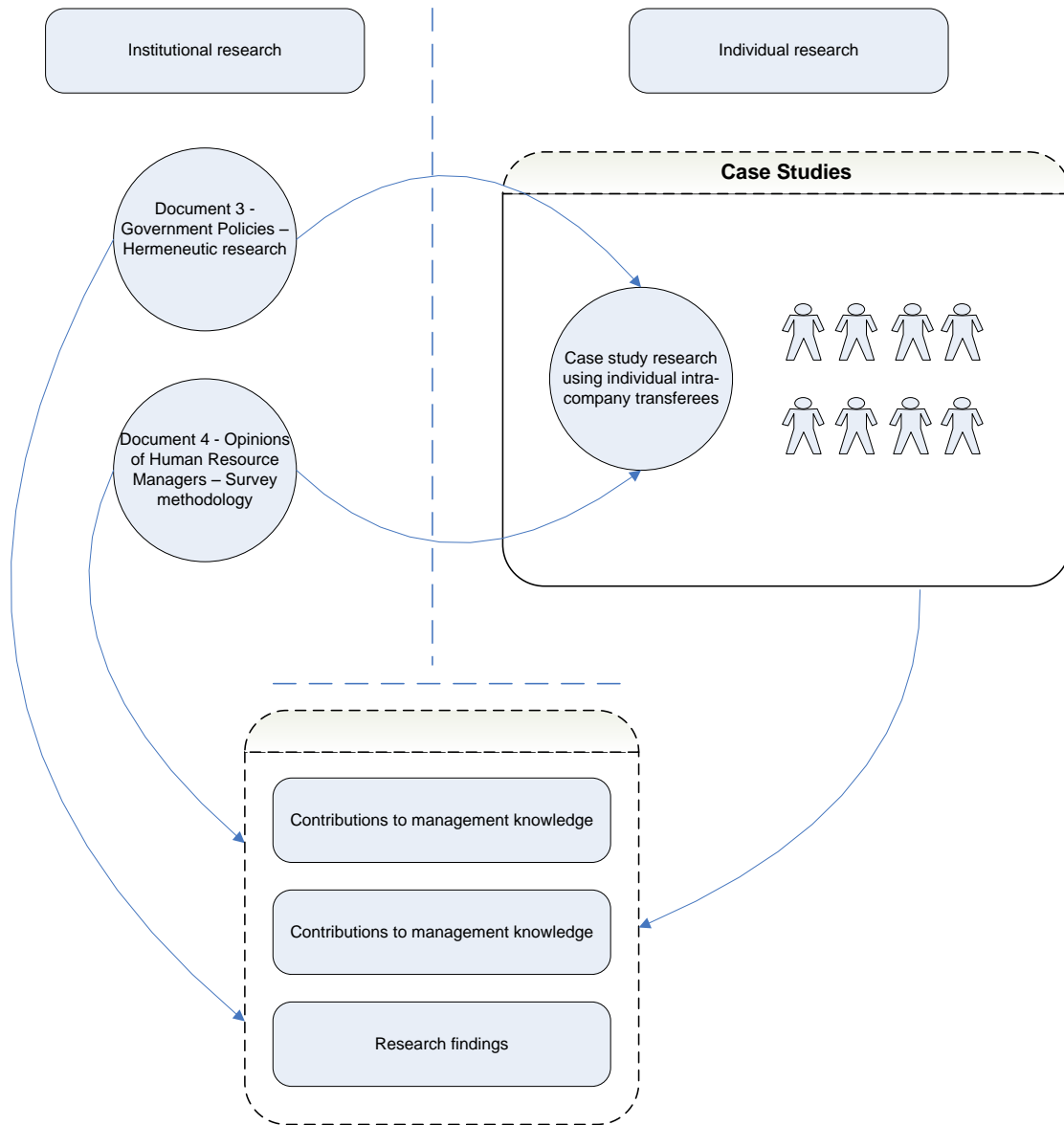
Philosophical underpinnings of case Study Methodology

Realism and more specifically critical realism is a
philosophical approach that holds that structures that
surround our research are not apparent and have to be
identified through theoretical work of social sciences
(Bryman & Bell, 2003, p.18). Perry concludes that case
study methodology is based on realism and not positivism,
or constructivism and notes that case study research
methodology emphasized theory building while incorporating
existing theory (1998). Case study research allows
researchers to collect perceptions of unobservable
phenomena. Perry relates this specifically to the arena of
business research where market researchers seek to find the
non-economic and non-technological motivators behind
consumer behavior (1998). This being contrasted with a
positivist methodological approach which states that only a
directly observable phenomenon can be researched (Perry,
1998). Bryman & Bell argue that positivism is an
epistemological position that uses a scientific approach
and only allows research validity to be attached to
scientifically observable phenomena thus eliminating case
study methodology as a positivist approach (2003, p.17).
Perry notes that realism is more inductive in nature,
consistent with the case study methodology's theory
building approach (1998). This is compared to a deductive
approach which would rely on a hypothesis to drive the
research process (Bryman & Bell, p.14). Dul & Hak place
case study analysis in the realm of scientific realism,
arguing that the methodology is used to develop theories
that are epistemologically underlined by the existence of

phenomena with attributes that are either directly or indirectly scientifically observable (2008, p.41).

Case study methodology is a research tool that relies on historical data, interviewing, observation and allows readers of the research a detailed insight into the research material that is often lacking in other quantitative research projects (Rossman, 2006, p.104). Subject matter in case study research can range from individuals to organizations and institutions, all of which are studied with the aim of creating a precise reconstruction of the case for the benefit of the reader (Flick, 2006, p.141). Case study research is sometimes thought of as the study of a single case whereas it is in fact a methodological approach or research strategy that lends itself to the study of complex phenomena (Verschuren, 2003). Verschuren argues that the methodology is best referred to as case research rather than case study, the latter giving the feeling that the methodology has a simplistic approach which offers a less than holistic research strategy (2003). For the purpose of this research paper the methodology in question is refereed to as case study methodology. The challenge in case study research is selecting a case that is significant and a methodological approach that lends itself to the reconstruction process. As an example, Flick notes that a case study involving individuals can be conducted by observation or interviews. Both are valid methodologies but the specific situation of the case study will dictate which will result in the most effective reconstruction of the case (2006, p.142). Tellis observes that case study methodology gives the reader a level of attention to a specific circumstance that other

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research methods cannot offer. The detail is to the level of the actor or the individual involved in the study (1997). The downside of this detailed look at one specific circumstance or entity is that such a microscopic approach may miss the broader picture (Tellis, 1997). Levy describes case studies by what they are not. They are more than simple observations and descriptions (2008). The results of case study research should be analytic explanations of what has been observed (Levy, 2008). Veschuren concludes that case study methodology is a research strategy that can be holistic in nature and that uses a parallel way of observing a set of carefully selected cases (2001).

Yin notes that case study methodology has been deemed as appropriate for exploratory phases of research and is considered by some as nothing more than the opening gambit in a research process (2003, p.3). Against this criticism, Yin defends case study methodology by saying that although case studies are useful in an exploratory phase and have the ability to establish a basis from which further research can be conducted, they are as valuable as descriptive and explanatory research tools (Yin, 2003, p.3). Case study research allows for an interpretive approach to data analysis consistent with other qualitative research methodologies in considering context and subjective meaning in the research process (Clough & Nutbrown, 2002, p.20). The motivation for using case study methodology is varied ranging from broad generalization to specific hypothesis testing (Yin, 2003, p.15). Barkley states that case study research that uses hypothesis testing can use generalizations from different cases to demonstrate causal relationships between research elements

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(2006). Flyvbjerg points out that even single case study research projects can be used to disprove certain hypothesis while not necessarily being able to prove hypothesis, effectively proving the negative (2006). The downside with Flyvbjerg's approach is that it essentially offers the researcher a Hobson's choice: accept a disproved hypothesis or nothing at all. A non-falsified hypothesis does not offer the researcher any new findings or conclusions. Case studies can range from a single case through to a comprehensive analysis of an entire organization, the scope or the study is defined by the research objectives (Bryman & Bell, 2003, p.62). Case study methodology focuses on the interrelationships between factors in the research environment (Fisher, 2007, p.59). Researchers sometimes create objectives at the outset of a case study research project that are too broad to be answered in a single piece of research, this can be avoided by setting limits on the case study subject in terms of either time, place, activity or context (Baxter & Jack, 2008).

Harvard Business School and other organizations have used case studies as a teaching tool for many years (Ellet, 2007). These are fictitious accounts that are designed to challenge students, apply understanding of business practices and their knowledge to the invented narrative before them. Yin refers to these case studies as case study teaching which are often based on real situations but altered by the authors to demonstrate a particular point (Yin, 2003, p.11). This research project will only be using case study research methodology, not case study teaching.

Case study methodology can involve single or numerous cases, with the former being most associated with exploratory studies and the latter lending itself to quantitative research (Yin, 2003, p.14). Bryman & Bell note that when case study analysis relies heavily on quantitative data, it has the tendency to be more cross-sectional in nature. This means that case study analysis is usually restricted to a limited number of cases with in depth detail for each case (Bryman & Bell, 2002, p.67). Single or multiple case study approaches are not limited in the type of research they can support (Yin, 2003, p.14.).

Case study methodology cannot be pigeon holed as qualitative or quantitative. Although the methodology lends itself to an ethnographic research approach in that it allows for detailed observation of a particular case and avoids preconceived notions of how knowledge is derived, it can also be employed in positivist research (Yin, 2003, p.14).

Case study methodology differentiates itself from other ethnographic approaches by focusing on the details of a limited number of research subjects. What case study methodology offers us, regardless of the philosophical understanding being used, is a longitudinal approach to research. Document four used survey methodology which offered a current snapshot of a particular piece of research. By contrast case study methodology offers the researcher the opportunity to examine the research material over an extended period of time (Ghauri, 2004, p.111). Ghauri & Firth cite an example of a case study that was conducted on the impact and effectiveness of joint ventures. In this particular study they studied the

historical process and then added to that research by returning at a later date to do additional observations (2009). This extended time approach would not have been possible with survey methodology. Ghauri identifies additional factors allied with the case study methodological approach. One of these factors is contextually, in that research often has to be performed in its natural settings. This is particularly applicable to international business research where the impacts of the different geographic environments form part of the research (Ghauri, 2004, p.111). Context is especially important in international business case studies where the geographic and cultural differences can impact the researcher's understanding of a situation if they are studied or researched outside of their natural settings (Ghauri & Firth, 2009). Case study research also lends itself to international business research as it is well suited to cross-border / cross-cultural data collection, which are environments that are sometimes challenging to survey research methodology (Ghauri & Firth, 2009). Although document four of this research project did utilize survey methods in an international environment, the results of that document did not appear to have suffered from cross-cultural suspicion or misunderstandings. This may be due to the fact that the countries in the research project are all English speaking and have similarly developed economies. But as Ghauri & Firth point out, case study methodology is particularly useful to check understanding and keeps asking questions until sufficient answers are obtained to satisfy the research objective, something that quantitative research cannot always achieve (2009). Noor considers case study methodology to be a useful tool in the study of

organizations, as it has the ability to identify emergent properties that exist within the organization (2008). Document three in this program identified a series of themes associated with the research subjects. These were used as the driver in document four and will in turn be used as an interview guide in this document. Although these emergent themes have already been identified and used in the previous research documents, this does not contradict Noor's assessment that case study research is useful to identify emergent properties. The existing emergent themes were derived at the institutional level. The emergent properties generated in this document will be at the individual level. Case studies offer a level of depth that cannot be found in many quantitative approaches; additionally they offer a holistic approach that allows investigation from diverse vantage points (Ghauri, 2004, p.113). Yin sees a case study as an empirical inquiry that investigates contemporary phenomenon in real life context (2003, p.13). Conventional wisdom states that case studies are limited to a single exploratory instance that provides the basis for a hypothesis development while not providing information about the broader class within which the single case exists. Flyvbjerg questions this traditional assessment stating that it is oversimplified at best and disputes the contention that a case study cannot provide information about the broader class within which it operated (2006). This questioning of conventional wisdom led to Flyvbjerg identifying five common misunderstandings about case study research. Although classified as misunderstandings, Flyvbjerg does qualify them by noting that some of the misunderstandings are a result of an evolutionary process and that many scholars of case study

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methodology have modernized their views on case study research (2006). The first misunderstanding that Flyvbjerg addresses concerns the nature of context - whereas quantitative research generates theoretical context independent data, case study research generates context dependent findings. This is supported by Dul & Hak who note that while case study analysis does not offer the researcher the opportunity to derive statistical conclusions, there still exists a common epistemological grounding between the quantitative survey and case study research in that both attempt to develop logically consistent theories, albeit one using a broad generalized approach and the other a limited scope in-depth approach (2008, p.41). Flyvbjerg's second misunderstanding has to do with the level of generalization that can be derived from a single case study (2006). Here Flyvbjerg contends that generalization is possible depending on the specifics of the case study. Yin concludes that case study research can produce results that can be generalized, although these generalizations would be applicable to the theoretical propositions that launched the study rather than the entire population or universe in which they operate (2003). While case studies do serve as a useful tool for hypothesis development and initial exploration, they can be scaled in size and selection criteria so that they produce research results that can be generalized in the later stages of the research process (Flyvbjerg, 2006). The third misunderstanding cited by Flyvbjerg is that case studies are only useful at the beginning of the research process, for hypothesis development rather than hypothesis testing and theory building (2006).

The level of generalization in a case study can be increased by using a paradigmatic selection process, which essentially means that the researcher doing the case selection has an innate insight into the subject (Flyvbjerg, 2006). The concept of paradigmatic selection raises the question of researcher bias. This is addressed in Flyvbjerg's fourth misunderstanding: researcher verification which is the theory that researchers select cases that will satisfy their preconceived theories (2006).

While the issues of case selection bias, either purposely or inadvertently, is surely a risk in case study research, this is mitigated by rigor and thoroughness of the researcher. Case study researchers will always have to be held liable to the scrutiny of selection but if they can demonstrate their objectivity and commitment to in-depth analysis, their research will be viewed as having the same level of rigor found in quantitative studies (Flyvbjerg, 2006). Flyvbjerg's fifth misunderstanding centers around the case study researcher's ability to develop general propositions and theories which are based on single case studies. This misunderstanding ties in with the second misunderstanding which dealt with case study methodology's ability to contribute to scientific development. The same argument applies here, cases studies that are sufficiently diverse will allow for generalized results and the development of propositions (2006). A single case study can prove in the affirmative that a phenomenon is possible or conversely it can prove the negative that a particular theory is not true in at least one case, thereby validating the level of generalization possible from a single case

study (2006). Flyvbjerg uses the black swan analogy where a sighting proves the positive.

Case study methodology as it will be applied in this research.

Case study research is a qualitative or quantitative study of one or more cases or situations with a detailed look at specific circumstances or events. The research relies on historical data, interviews or observations and focuses on the interrelationships between factors in the case. The case study relies on a history or chronology of events both contemporary and historical formulating a holistic understanding of an event or circumstance. The unit or case can be an individual, an event or a procedure.

Different application of case study methodology

Barkley's study of published case studies differentiated between types of studies using two criteria – the number of cases involved in the particular study and the number of units involved in the study. He considered a case study unit to be the number of products or programs considered in a case study analysis (2006). Barkley's discussion on case study units speaks to the breadth of what is included in a case. Whereas one study may look at a patient who receives a specific procedure as a case, another study may use a program that includes multiple patients with different procedures. Barkley's example of case study analysis looked at two separate programs within one country government system (2006). This would be considered a multi unit study. A case study that considers multiple units within each case is considered more holistic and comprehensive than a single unit study (Barkley, 2006).

Case Selection

Selection of the best cases is critical to the success of the research process and this cannot be done without deciding on the target population in the case study (Ghauri & Firth, 2009). Once the target population has been identified it is necessary to determine the accessibility of the population. Once access is established, cases that subscribe to the criteria outlined in the conceptual or theoretical framework should be identified (Ghauri & Firth, 2009).

Cases should be consistent with the research objectives posed by the paper, and correspond to the theoretical framework established in the paper. Ghauri uses the example of a research project that explored a case study concerning marketing departments of different organizations. Ghauri uses this case study to demonstrate that his research had to reach the managers directly involved in the marketing department and not tangential players like finance managers whose experience with the material would be considered peripheral to that actual process (2004, p.112). Ghauri concedes that it can sometimes be difficult and expensive to locate the perfect case study subject. This in turn can result in a process that is fraught with compromise due to the realities of budgets, time and travelling constraints forcing the researcher to adopt a less theoretical and more pragmatic approach to the actual selection process (Ghauri, 2004, p.113). This approach is especially critical when international business research is involved. Case study subjects may be geographically and linguistically diverse and resistant to the research process. Researchers will

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need to identify research subjects in organizations that
are supportive of the process and make their employees
accessible (Ghauri, 2004, p.113). The focus in case study
selection should be on both differences and similarities. A
diverse group of subjects is required for comparison but
they still need to exhibit the features that would make
them comparable in the research process.

Conducting case study research

Case study execution can range from a full triangulation
process involving multiple methods and data sources to a
single case study approach with a single interview. Both
approaches are valid and the decisions are based on the
research needs (Ghauri, 2004, p.115). Triangulation is
described by Yin as the rationale for using multiple
sources of evidence (2003, p.97). Triangulation can be
challenging if the processes produce varied results from
the different data sources leading to the need for further
investigation (Ghauri, 2004, p.116). Ghauri & Firth equate
triangulation to a multi-method research approach where
different kinds of data are gathered on the same phenomenon
thereby completing a more holistic and contextual picture
of the research material (2009). The risk of triangulation
is that it produces inconsistent results from the different
research processes; this does not necessarily negate the
entire research process. However the contradictions that
are identified will have to be explained or they may form
the basis for a later research process (Ghauri and Firth,
2009). Rialp-Criado et al support methodological
diversification which results in data triangulation as it
adds the required rigor to a research project (2002). The
authors continue to discuss the concept of triangulation in

terms of a multi case study approach, indicating that a level of data triangulation is possible either from a multi method or a multi case approach (Rialp-Criado et.al, 2002). Chetty supports the multi method approach arguing that case studies can balance quantitative studies which are often narrowly defined and deprive the researcher of a deep knowledge of the research subject (1996).

Case Study Analysis

Authenticity is considered the hallmark of case study analysis, and requires that the research subject's experiences be considered within the wider context of the environment within which they were produced (Ghauri, 2004. p.117). Bryman & Bell view research as authentic if there is evidence of genuine and unquestionable origin (2003, p.555). A case study should result in an authentic representation of another person's experience. This is more than a simple understanding of a person's experience. It has to include the context within which this experience took place (Ghauri & Firth, 2009). This is achieved by processing interview data and other data sources through out the process (Ghauri, 2004, p.117). A case description and explanation need to be established as a starting point. With this in place the researcher continues with a simple chronological storytelling about the situation that surrounds the case. The chronological data needs to be sifted for importance and concept; interview data has the tendency to generate a lot of redundant data that is part of the interview process but not critical to the analysis (Ghauri, 2004, p.118). Sifting also serves to identify trends and themes in the research process. This allows the researchers to see the most important data grouped together

and interpret the data accordingly (Ghauri, 2004, p.119).
From this evolves a theory or model that identifies
variables and explains their context and influence on one
another (Ghauri, 2004). The process of case analysis is
linear in terms of data collection and analysis as the two
are closely intertwined (Ghauri & Firth, 2009). A common
mistake case study researchers make is to put too much
emphasis on the collection part before embarking on the
analysis phase. This can result in a significant period of
time passing between the commencement of the data
collection and the analysis and may ultimately weaken both
processes (Ghauri & Firth, 2009). Researchers should rather
take an integrated approach to data collection and data
analysis effectively allowing analysis to develop as the
data collection process is underway. This allows
researchers to identify pitfalls and inconsistencies in
their data collection model and build a better data
collection process as a result (Ghauri & Firth, 2009).
This also reduces the risk of researchers gathering
unmanageable amounts of data and allows the researchers to
develop better filtering tools as the process evolves
(Ghauri & Firth, 2009). The data collection and analysis
phase of the research are both evolutionary and symbiotic
in nature, developing and assisting the other's
development.

Ghauri & Firth outline three distinct steps in the case
study data analysis phase (2009). The initial step is one
of story telling or chronological representation, this step
is biographical in nature and allows researchers to develop
a longitudinal representation of the research material
(Ghauri & Firth, 2006). The second phase breaks from the

chronological approach adopting a more conceptual approach, grouping case study data by theme rather than time. This allows for more objective data evaluation where common themes and trends can be identified. During the second step the data is sifted for relevance allowing researchers to separate out meaningful data. Ghauri & Firth recommend that researchers group case studies in clusters based on commonality (2009). The third step of the data analysis phase involves the answering of the research questions or objectives that were identified at the outset of the research project. This is achieved by cross checking the data and integrating the results into a single data framework (Ghauri and Firth, 2009).

Case study examples in the area of international business
Dul & Hak conducted a study of organizational and human resources oriented articles in two scholarly journals, Proquest and ISI, which revealed that 8.1% and 19.6% of articles used case studies as a research tool (2008, p.21). A significant number of these research articles had an international perspective and were published in international journals. Other business subjects, for example, finance and marketing, generated similar rates of usage of case study methodology (Dul & Hak, 2008, p.22).

Ghauri cites case study methodology as a favored research tool when undertaking research into international business after having previously applied the methodology to research international joint ventures and other international business scenarios(2004, p.109).

Marshall's work on women in management used case study methodology to create a series of scenarios of women at different levels of organizational management (1995). The research identified 16 women who are currently in or have been in management positions at organizations around the world and documented their experiences. Marshall establishes a framework of elements, based on past research, that are relevant to tracking their demographics and career development (1995, p.39). The framework includes factors such as the industry in which the individual worked, their marital status and the highest organization level achieved. Using this framework as a basis, Marshall interviewed the women and established a series of case studies (1995, p.45).

Bloch & Segev's conducted research into the impact of electronic commerce on the travel industry and how different parts of the travel industry reacted to new opportunities (1997). The authors used interview methodology to conduct case studies of several managers of computer reservation systems in different countries (Bloch & Segev, 1997).

Coviello et al conducted research into subject matter expert service firms. They selected all their case studies from the New Zealand market (1998). Although it is a single country study it is still considered international as the researchers were there to assess the international competiveness of the New Zealand industry. Coviello et al used interview methodology to gather the case study data. The interviews were taped and then transcribed for analysis (1998). The data gathering approach was similar to the way

Marshall conducted her research but unlike Marshall, Covillo et al did not publish the results of their study in a case specific format. Robert & Senturia used interview methodology to research 19 different organizations in one specific area, although their selection of cases was geographically restricted, they focused on individuals within the organization who had international experience (1995). Robert & Senturia's approach was similar to the way Coviello et al conducted their research. They both selected cases from one geographic area with the idea of extrapolating their results to other geographic areas. Phillips McDougal et al's research on new business ventures used case study methodology that involved 24 interviews with respondents from ten countries (1994).

The Bloch & Segev study is similar to Marshall's study in that it involves interviewing methodology and international case studies. Where the studies differ is that Marshall used the specific case studies outcome as part of the presented research, documenting each specific case as a separate presentation. Bloch & Segev's approach used the data generated by the interview process to build theories and draw conclusions, but they did not publish the details of the actual interviews (1997).

Interview methodology

Interviews are frequently associated with survey research according to Yin. They also constitute a valuable source of case study information as many case studies are essentially human affairs (2003, p.89). Case study interviews involve guided conversation as opposed to the structured queries and scripted questioning that survey research entails (Yin,

2003, p.89). As Stake terms it, each interviewee has a unique experience and a story to tell, using a structured interview approach with a formatted set of questions would miss some of the individuality of the interviewee's responses (1995, p.64). Quantitative research requires structure in the interview process in order to deliver reliable, measureable and statistically valid research results (Bryman & Bell, 2007, p.473). As Bryman & Bell note, qualitative interviewing is interested in the interviewee's point of view (2007, p.373). A constant line of inquiry should be followed in case study interviews. In other words there has to be a central theme that the interviewer follows although it may not emanate from a particular script but rather from a set of guidelines. This allows for the progression of an integrated approach whereby the interview can be adapted as a result of an ongoing case study research (Ghauri & Firth, 2009). The interviewer is tasked with following this line of inquiry while simultaneously using conversational techniques to extract data. All this is done while not inserting personal bias into the conversation (Yin, 2003, p.90.) Using open ended questions allows the interviewee to speak freely. Fisher cautions researchers to be open minded during the case study process as the material may change a researcher's incoming perspectives and views (Fisher, 2007, p.61).

Bryman & Bell describe this open ended approach as allowing the interviewee to ramble on or go off on a tangent thereby offering the interviewer insight that a more structured interview could never have offered (2007, p.474). The interviewer must maintain control over the conversation and ensure that the research agenda is adhered to (Yin, 2003,

p.90). If the interviewer feels that open ended questions may result in the direction of the interview being compromised, specific questions can be used. However the researcher needs to be careful not to use leading questions that will push the interviewee in a specific direction (Yin, 2003, p.91). Bryman & Bell differentiate between an unstructured interview and semi structured interview, the latter relying on interview guides while still allowing the interviewee leeway in terms of response (2007, p.475). Marschan-Piekkari & Welch note that interview guides are useful in ensuring that all interview topics have been addressed and also serves as a post interview framework for comparing results with other interviews (2004, p.193). Semi-structured interviews are less predictable and can take longer than structured interviews meaning that interviewers should plan accordingly (Bryman & Bell, 2007, p.476).

Many interviewers choose to record the interview, if this is the case the researcher must ensure that the interviewee has given their permission for the process. Yin only recommends the recording of an interview if there is a specific plan to transcribe the interview, without which the recording holds little value (Yin, 2003, p.92). Interviews that are conducted with the guarantee of anonymity are less likely to produce biased data (Miles & Huberman, 1994, p.43). However the interviewer chooses to record the proceedings of the interview, the researcher should review the results of the interview within hours to ensure that a meaningful interpretive commentary is established for later reference (Stake, 1995, p.67).

Reporting on case study research

Stake notes that case study reports can become voluminous unless, as he phrases it, the research 'ruthlessly winnows and sifts' (1995, p.121). This is seconded by Yin who notes that case study reports can take on the size of a published book if researchers are not selective about the data they represent in the report (2003, p.147). Case study reports need to be targeted, audiences differ and a report designed for academics may not be acceptable to a board of directors and vice versa (Yin, 2003, p.143). Miles & Huberman note that an academic audience will be more interested in the theory building process in the research than other potential audiences who may be more interested in the findings themselves than the process that was applied to build the theory (1994, p.300). A researcher that is conducting research for multiple audiences may want to create two versions of the same case study (Yin, 2003, p.144).

Yin differentiates between four different formats for written case study reports. The first is the single narrative, single case. The second is the multi-case version with multiple narratives and will involve some level of cross-case analysis. The third format for written reports can be applied to both single and multi-case research but uses a question and answer format in the written presentation. This approach assists the researcher in limiting the size of the written report by establishing a framework of question and answers. The fourth type of written report is used exclusively for multi-case research. The entire report consists of cross-case analysis. The

written report is broken into sections based on theme, not specific case (2003, p.147-p.149).

There are a variety of ways to structure the logic in the written report, the classic ones being chronological or theory building. The former being important where the sequence of events in a specific case are of most importance and the latter are important where the researcher wishes to address the data on a topic by topic basis progressively developing a theoretical argument (Yin, 2003, p.155). Stake differentiates between chronological reporting on the one hand and the researcher's view (1995, p.127). The latter resulting in a reporting format that is more theme than time oriented (Stake, 1995, p.127).

Alternative methodologies that were considered
Several variations of qualitative research exist in the case study methodology arena. These include the use of surveys, and archival analysis (Yin, 2003, p.5). Archival data, such as governmental statistics and historical records can be used as sources for qualitative research that is exploratory in nature (Bryman & Bell, 2007, p.345). This type of research was used in document three of this program where a hermeneutic research methodology was used. Both of these alternatives are exploratory in nature and more suited to a 'who, what and where' research objective, and are useful in describing incidence or prevalence in research data (Yin, 2003, p.9).
Yin suggests experimentation as an alternative qualitative research approach (2003, p.8). This would involve the researcher being immersed in the actual research situation and manipulating factors that could potentially change the

outcome of the qualitative research. This would effectively allow the researcher to observe the changes in research outcome that occurred as a result of their direct intervention into the research (Yin, 2003, p.9). Dul & Hak indicate that experimentation requires manipulation of research situation whereas case studies rely on real life context (2008, p.5).

This research project would not be well suited to either of these strategies. The research objectives of this paper are of an explanatory nature and rely on 'how and why' research questions. Although there may be governmental statistical archives detailing the usage and prevalence of intra-company transfers, they would not reflect the human attachment to the process and the individual's role in the transfer process.

An experimental approach would be impractical due to the nature of the research subject. Intra-company transfers are a large undertaking for individuals and their families and should not be in any way manipulated for the sake of research.

Ghauri & Firth recommend the use of case study research when a 'how and why' question needs to be answered. These types of questions are understood to be questions over which the researcher has limited circumstantial control and where the focus of the events are current (2009). 'How and why' questions are differentiated from 'what' questions in that the latter is more inclined towards the development of hypothesis or theory (Ghauri and Firth, 2009). Yin views 'how and why' questions as more explanatory than

exploratory in nature thus making them a good match with case study research objectives (2003, p.6). The strength of a 'how and why' research objective is in its need to examine the decision making process and causality behind a series of events (Chetty, 1996). The 'how' and why' approach is applied when the research is investigating contemporary events over which the research has little or no control (Yin, 2003, p.9). 'How and why' is further contrasted with the 'how much' or how many' genre of questions which are more inclined towards archival studies (Ghauri & Firth, 2009).

Different types of case study approaches

Practice oriented vs. theory development vs. theory testing
Theory development in case study research starts with the development of a research objective or test theory (Yin, 2003, p.28). Dul & Hak list two activities associated with theory building or development: The formulation of a proposition and establishing whether that proposition can be supported (2008, p.38). However in the situation where research objectives are theory oriented (i.e. they use 'how and why' style questioning), then they can be used to replace the proposition requirement with the research objective (Dul & Hak, 2008, p.39). Adopting a theory building approach to case study research increases the researcher's chances of developing a novel theory that offers an alternative to existing theory by reconciling the data from the different cases with existing literature into a new theoretical position (Eisenhardt, 1989). The risk is that the process of theory building results in the creation of overly complex theories that are not balanced by generalization and diversity in case selection. To counter

this, case study researchers should exercise restraint in
theory building and opt for simplicity in their theories
(Eisenhardt, 1989). The case study research process which
uses a 'how and why' approach to the research is conducive
to theory building rather than simply theory testing
(Ghauri, 2004, p.113). Dul & Hak observe that research is
either theory building or theory testing, in nature (2008,
p.52). While theory building is often seen as filling a gap
in theoretical knowledge, there are circumstances where
theory testing can also perform that task (Dul & Hak, 2008,
p.52).

The practice oriented researcher relies on the researcher
being embedded in the research situation and has formal or
informal responsibilities that have direct implications for
the research process (Dul & Hak, 2008, p.53). This approach
will not be used in this research project.

Ghauri & Firth use an example in their research project to
define a case study unit. In this scenario they treat a
single multi national enterprise as a research unit (2009).
Yin notes that the process of defining a single unit of
research has challenged researchers through the decades
(2003, p.22). In many research projects the unit is self
evident; it is a single individual or patient. But there
are scenarios where the unit is more difficult to define.
These would include research studying specific events or
entities (Yin, 2003, p.23). Miles & Huberman see a case as
a phenomenon of sorts that occurs in a bounded context with
several associated dimensions: its conceptual size, social
size, physical location and it temporal extent (1994,

p.27). Temporal extent refers to the case's place in history or chronological development.

Criticisms of case study research methodology

Lack of rigor and scientific protocol that result in sloppy research and contrived results are the most common criticisms (Yin, 2003, p.10) Yin notes that many researchers also lament the lack of scientific content that case studies produce, questioning whether the generalizations drawn from a single or handful of cases can be considered valid research (2003, p.11) Case studies lack representativeness as the result of one case cannot necessarily be extrapolated to all scenarios within the research environment. This weakness can be offset by the ability of case study research to provide insights and meaning that other methodologies cannot offer (Fisher, 2007, p.60). Case studies have been perceived as producing massive amounts of unreadable documents that rely on lengthy narratives (Yin, 2003, p.11). Many of these criticisms could also be leveled at other ethnographic research approaches.

Case studies are usually insular in nature resulting in the research failing to acknowledge or account for external factors (Barkley, 2006). As Verschuren notes, some researchers feel that case study research lacks sufficient controls and researcher independence, the implication being that the researcher may not be as objective in a case study as they would have been in a quantitative study (2001). But Verschuren counters this argument by pointing out that the differences between quantitative and case study methodology are at the technical level and not at the conceptual design

level (2003). He further argues that the issue of researcher independence should be a concern in any research project, not just one that uses case study methodology (Verschuren, 2003).

Case study research – How the methodology will be applied in this research

The preceding research in this program has been both qualitative and quantitative. Whereas the qualitative research in document three used a hermeneutic approach to derive information from published and archival regulatory data, the fourth document used a quantitative survey approach and sought out human resource managers at international organizations to confirm or disagree with the findings of document three. The qualitative research in document three could be considered passive in that it did not involve the rigorous human interaction that was required of the quantitative research in document four. Yet the data analysis in document three might be considered as comprehensive and rigorous as the data analysis in the quantitative document.

This document will be differentiated from its predecessors by identifying the individual as the research subject and not the institution. Although it will employ a qualitative research perspective, the research methodology will be markedly different from the hermeneutic approach conducted in document three. The combination of the three pieces of research will produce an integrated result that, as Ghauri indicates, would offer us the ability to study multi dimensional research topics and interpret the integrated results (2004, p.111). Barkley seconds this opinion noting

that case study analysis can serve as a balance to survey data (2006). This piece of research will balance the quantitative data conducted in document four. This will address Barkley's concern that case study research can potentially take place in a vacuum and fail to account for some external factors (2006). Documents three and four built the ground work for this research paper by identifying the institutional factors and influences that appear to impact the intra-company transfer process at the institutional level. This research paper will parallel that research at an individual level.

Documents three and four focused on intra-company transfer processes of four countries, Australia, Ireland, the United Kingdom and the United States. This document will maintain this focus. Individuals that have been transferred to one of these countries by their employer will form the basis of the research. A lot of the literature pertaining to case study methodology differentiates between single and multiple case study approaches (Yin, 2003, p.15, Rialp-Criado et al, 2002). Research that utilizes a multi case approach has a higher chance of demonstrating causality than research that relies on single case studies (Barkley, 2006). A multiple case study approach will be employed in this research project. However the differentiation between single and multiple strategies and how it pertains to this research may be confusing. This research will identify multiple case studies from each of the research subject countries resulting in eight individual case studies. Perry's analysis of case study methodology concludes that multi case strategies should include anything from four to twelve cases in a research project (1998). While this is a

rule of thumb it does validate this research project's
target of eight case studies, the caveat being that there
is a break down by country in this research project's case
selection process. But as Yin notes, case studies are
essentially multiple experiments, each case being an
individual trial and not an individual survey respondent
(2003, p.47). Document four demonstrated that response and
participation from human resource managers in Ireland was
limited, whereas the other three countries all recorded
higher levels of survey participation. Although this
research will technically be considered multi case, which
according to Barkley would offer the opportunity for
defining causal relationships, the limited number of case
studies for each country may dilute the strength of the
causal finding (2006). As Ghauri indicates, there are no
upper or lower limits in terms of the number of cases that
should be used in the case study research (2004, p.114).
Comparative case studies are useful for research that
requires contrast between multiple organizations compared
to research situations that are justified by revelatory or
exploratory research (Ghauri, 2004, p.114). A single unit
of study will be observed with each case study. This should
not be confused with the number of cases that will be
involved in the study. For the purpose of this research a
single intra-company transfer by an employee will be
considered a research unit. Barkley would consider this
approach less holistic than a multi unit study (2006).

Ghauri & Firth conclude that case selection often comes
down to a blend of theory and pragmatism where the
researcher uses theoretical knowledge to filter potential
case study subjects that are identified through

opportunistic selection (2009). This approach will be applied in this paper. Documents three and four have established guidelines as to what constitutes an intra-company transferee and which organizations make use of such employees. Equipped with these guidelines this researcher will use established personal and professional networks to opportunistically identify intra-company transferees that meet the requirements established in the earlier research documents. Miles & Huberman identify three potential issues in the case sampling process (1994, p.19). The first is that samples are almost always nested, that is the case study sample exists within the context of something else. In this research we will be looking at a transfer event within the context of an international organization within the context of a particular country. The second consideration is that the sampling process should be driven by the theory. The samples should be selected because they fit within the theoretical framework and not because they are considered representative (Miles & Huberman, 1994, p.19). The final consideration is that of iteration. Sample selection should be in progressive waves (Miles & Huberman, 1994, p.19). This corresponds with Ghauri & Firth's assessment that case study interview and case study analysis should happen at the same time thus allowing the researcher to learn from earlier interviews or observations and improve on the process (2006).

Case study analysis approach

An interview approach will be utilized in this research. The focus of the research is the individual transferee and their experiences within the system. Ghauri notes that the use of triangulation involving multiple sources or the use

of multiple interviews per case study can be beneficial (2004, p.1115). However the triangulation element is partially satisfied by the research conducted in document three and four which generated independent but related data. As Ghauri & Firth point out, this triangulation between the document and multi-method research offers a more complete and contextually accurate research result (2006). Interview bias resulting from cognitive dissonance, overly positive retrospective view or rose colored glasses perspectives are potential pitfalls in the case study research process (Barkley, 2006). To counter these potential biases this research will attempt a factual approach to the interview process, drawing on the emergent factors that were identified in document three to construct an interview framework and attempt to keep respondents close to the topic. The use of multiple interviews per case study would not be appropriate in this research as the focus is on a single individual's experience, not that of an organization. Ghauri warns that conflicting results from the triangulated data sources can be problematic (2004, p.115). This researcher will be wary of this scenario as document three and four have both produced conclusive results at an institutional level. Document five will attempt to confirm these results with the understanding that potentially different findings are possible at the individual and institutional levels. This researcher will attempt to explain potential differences if the individual level research in this document produces markedly different results from the institutional level research conducted in documents three and four. Triangulation, both in terms of multi-method and multi-case will be utilized in this

research. The findings from documents three and four will serve as the basis for the multi method data triangulation. However this researcher will compare the results of the case study research with the results of documents three and four and look for commonality. In effect the principles of triangulation will not be strictly adhered to. Barkley warns that research should not be undertaken with the primary goal of justifying an established position. It should maintain objectivity throughout this research process (2006). Barkley cites the example of a policymaker that enters into a case study research project with the specific goal of justifying a particular premise. The bias can be intentional or unintentional and can be manifested in the case study selection or the case study analysis portion of the research (2006). These research biases can be addressed by ensuring careful generalization, which would mean that the research needs to demonstrate that the findings could be generalized to other case studies (Barkley, 2006).

This research process will integrate the data collection and analysis phases of the research, allowing for an ongoing evaluation of the data collection process and address problems and deficiencies.

Generalization and causality differ as research requirements. Generalization attempts to establish that a finding from a single or a few case studies can be extrapolated across other similar scenarios or cases whereas causality attempts to establish the rationale behind case study findings. Generalization is defined as the degree of confidence that a finding is correct and

applicable to a wider theoretical domain whereas causality is the establishment of a relationship between two or more variables in a research project (Dul & Hak, 2008). Both causality and generalization are strengthened by using multiple cases in a research study. Research with a high number of cases is more likely to establish causality and generalization. However the increasing number of cases has to be done in the context of increasing the diversity of cases. Simply increasing the number of cases alone does not guarantee broader representation into the research matter (Flyvbjerg, 2006). There is no specific upper or lower number of cases that will guarantee that the research is successful. In fact there are many examples of single case studies that have produced meaningful results (Ghauri & Firth, 2009). Although most single case research studies adopt a revelatory approach meaning that a previously unobserved phenomenon is now accessible to researchers (Ghauri & Firth, 2009). This research will address some of the generalization requirement by undertaking two case studies from each research country. But as Ghauri & Firth point out, if generalizations are the primary goal of the research, then case study methodology is probably not the ideal methodology choice (2009).

Ghauri & Firth's three phases of data analysis will be followed in this research. The first phase will involve the researcher evaluating the case study data in a chronological format (2009). This data will then be sifted and rearranged by theme and trend in the second phase. There will not be sufficient case studies to justify clustering of case study results in this phase. The third phase will cross check the data for commonality and arrange

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it in a data framework making it possible for this
researcher to address the research objective that we
established at the beginning of the research process.

This selection method will introduce a comparative element
into the research process. The comparison will be at the
individual level and at the country level. The purpose of a
comparative case study research is to identify phenomenon
in a systematic way and explore the different dimensions
associated with the research issues (Ghauri & Firth, 2009).
This approach will allow this researcher flexibility in
selection.

This research will treat a successful intra-company
transfer as a single case study event. By definition, a
successful intra-company transfer would mean that an
application for a work permit or intra-company transfer
visa was submitted to the correct regulatory authority and
approved by that authority. This may, in some situations,
involve only one person, i.e. the individual who was
transferred. It may also refer to an individual and the
dependents that transferred with him. The transfer event
will be considered in terms of the emergent factors
identified in documents three and four. In terms of
conceptual size, the event of the successful intra-company
transfer will define this. The social size will initially
consider the individual that was transferred and then
extend to the dependents that accompanied the transferee.
The physical location will be defined by the country that
the individual transferred to. This study will restrict
this dimension to the research subject countries
(Australia, Ireland, the United Kingdom and the United

States). The temporal extent will be applied as follows; the transfer must have been in the past three years. This will allow for some chronological development in the study of the cases but ensure that transfers are not so old as to have been regulated under previous policies. The downside of this approach is that it will not consider any unsuccessful intra-company transfer events, those where an applicant for a work permit or intra-company transfer visa was declined by the relevant regulatory authority. However that may be in the scope of a later research document.

Ghauri warns against doing an interview without context. He cites an example of a researcher that captures all the interview data up front and then begins to look at the peripheral data that is relevant to the research (2004, p.227). The disadvantage of collecting case study data up front is that the researcher may have missed the opportunity to gather data on topics that may have evidenced themselves as part of an evolving research process. This research project has already assembled the significant data in document three and four. This will form the context for the case study interviews. The emergent factors that were identified in document three will be used as a basis for the interview questions. The survey findings in document four will be used comparatively against the case study results in the final analysis. Fisher similarly cautions against relying solely on case study research and against single perspective case study approaches (Fisher, 2007, p.61). The case studies in this research project will be conducted in relation to the existing research conducted in document three and four. This will ensure a multi perspective approach to the research. This approach is

supported by Barkley's judgment that research is not necessarily a choice between case study analysis and statistical analysis (2006). It is a question of case studies and statistical analysis being incorporated into a holistic approach.

Once the cases are identified and interviews conducted this research will break the individual case study out into a chronological sequence of events. The data will be in a narrative format. Case study analysis should not degenerate into a human interest story. Instead the research should focus on the relevant truths that the research identifies (Fisher, 2007, p.61). Each case study will stand on its own with its different elements and variables apparent. The data will then be sifted and regrouped into critical and less important data. The criteria for less and more important data will be based on the emergent factors identified in document three research and newly emerging trends and factors generated in this research process. The data from each case study will then be extracted and formulated into an explanatory framework which will rely on the emergent factors identified in document three as framework parameters. This research will embark on a fourth phase which will reconcile the explanatory frame work findings of the case study research with the findings in documents three and four. This will form part of the triangulation process. Document three, which is a qualitative research piece, used a hermeneutic approach to identify the regulatory processes of the four subject countries, and generated a list of emergent factors that influence the intra-company transfer process. The results of this current piece of research will reconcile the

findings of document three with the findings of this research. The results of this research document will then be evaluated in terms of the findings of document four, the quantitative piece that surveyed the level of satisfaction with intra-company transfer processes amongst human resource professionals.

The research objectives of this paper are established as 'how and why' questions. This approach is suited to analysis that needs to look at a series of events as is the case in this research project (Chetty, 1996).

The literature reviewed for this research has identified two type of reporting for multi-case research. The first, as used by Coviello et al (1998), Bloch & Segev (1997) and Robert & Senturia (1995), is an integrated approach. These authors report at a topic or issue level integrating the findings from individual cases and did not see the need to outline each case individually. However other researchers, for instance Rialp-Criado et al (2005) and Marshall (1995), report on each case individually and then progress to establishing findings at the topic level. This research will adopt the latter approach reporting on the cases individually before combining the findings. The process of conducting individual case studies will be intermingled with the researcher's observations of the research process as it progresses. This is best described by Harling as interpreting, observing, analyzing and synthesizing within the realization of the researcher's own consciousness (2002). All interviews will be conducted with individual and institutional anonymity. This will empower interviewees to offer more candid responses to the interview process and

reduce the risk of interview bias (Miles & Huberman, 1994, p.43).

Ghauri and Firth identify three steps in case study analysis, the first of which is a chronological representation of the case (2009). This was referred to earlier by Ghauri as chronological storytelling (2004, p.118). Yin similarly refers to the importance of sequence or chronology in case study analysis (2003, p.155). Although this chronological approach to case study analysis was applied in this research, it does not meet the definition of a longitudinal study, which as defined by Bryman & Bell would have required the researcher to do multiple interviews at different times (2003, p.65). While the chronology of events was observed during the case study process, it was not conducted as a longitudinal study as all individual case study observations took place at one point in time. While there were some follow ups by e-mail, this did not change the nature of the study as there was little time lapse between the interview and the follow up.

Industry background – current trends
As noted in Document 4, a recent Mercer institute study found that the number of employees on international assignments had increases by 90% over the past three years (2008). The Mercer study established that 47% of the organizations surveyed planned to increase the use of expatriate workers in future (2008). Globerman & Shapiro note that the increasing number of global workers can be connected to increasing global foreign direct investment and reduction of trade barriers around the world (2008). This migration is not limited to the movement of workers

from developing to developed countries. However much of the traffic of workers is between developed countries with many of these workers participating in intra regional migrations between Europe and the Americas as part of their career development (OECD, 2001).

Cheese et al. note that changing demographics mean that many developed countries will lose large portions of their workforce to retirement over the next decade resulting in a shortage of professional workers (2008, p.21). This impending dearth of workers will require countries to look abroad for skills. But as Cheese et al. observed, when it comes to workers there is an element of global abundance, local scarcity (2008, p.22). This will result in a huge supply of under qualified workers in the global market and an ongoing competition for the skilled ones.

The global economic crisis has reduced the number of foreign workers in many economies (Beets & Willekens, 2009). While most governments have not changed their policies towards international workers, employers have been less inclined to sponsor foreign workers as worker availability supply increases due to local unemployment (Beets & Willekens, 2009).

Within-Case Analysis

Eisenhardt makes the argument for within case analysis primarily as a filtering and codifying tool (1989). The premise behind this approach is that case study by nature generates large volumes of data. The process involves taking the incoming data - at a case by case level - and shaping them into a more manageable summarized form. The

outcome of the within case analysis process is a set of case write-ups that generate insight into the research subject (Eisenhardt, 1989).

All of the case study subjects were approached in a professional and uniform manner. The doctoral program and research process were explained to the potential interviewees. This was done via telephone or e-mail. The concept of a research degree and how this specific piece of case study methodology fitted into the doctoral program was relatively difficult to explain. Individuals had different levels of understanding and interest in the reasons behind the research. There were several potential case study interviewees that declined to participate in the study. In all these cases the refusal took the form of a non-response to the initial telephone call or e-mail. All the potential interviewees that this researcher had the opportunity to dialog with were willing to participate in the study.

The opportunistic selection process involved a series of sources: friends, friends-of-friends, acquaintances, colleagues, and ultimately internet contacts. The selection process was hierarchical. Once one source of candidates had been exhausted the next one was examined. In the case of the Irish case study, the selection process ultimately drew from the final candidate source.

This researcher has personally participated in international transfers and has friends who are intra-company transferees. This has undoubtedly influenced the researcher's perspective on the process and could potentially impact parts of the narratives. This researcher was mindful of this predisposition. Flyvbjerg warns against

researcher bias where the researcher is prone to select
case studies that are aligned or favorable to the desired
outcome of the research (2006). This risk was considered
during the research process. The awareness this researcher
had for potential case study selection biases ultimately
contributed to a consciously transparent selection process.
While this researcher is aware of the risks associated with
the selection of cases, ultimately the dearth of potential
interview candidates helped limit selection bias.

This researcher only turned down one potential case study
interviewee. This was because the case study circumstances
closely paralleled those of another interviewee that had
already been used in the research process.

There were limitations in the case study research process
resulting from this researcher's prior experiences. The
case study narratives were derived from the interview
process and ongoing reviews of the resulting transcripts.
The interviews themselves were loosely driven by the
outcome of the research in documents three and four. While
the interviews were guided it is impossible to say that the
process was not influenced in any way by this researcher's
prior experiences. Ultimately the resulting narratives may
reflect some elements of this researcher's conscious or
subconscious.

Case Study 1 – South Africa to Australia
Shane was employed as an IT manager at an insurance company
based in South Africa with offices in Johannesburg, London
and Brisbane. As part of the company's IT strategy, yearly
meetings were scheduled at one of the three locations. Over

the years he had the opportunity to travel to the different offices as a representative of the South African IT group. During one of these trips to Brisbane in October 2008 the local IT director introduced the issue of Shane transferring to the Brisbane branch as a project manager for one of the Australian initiatives. Shane explained that this sort of transfer was not unique in the organization. In fact much of the Brisbane office was staffed by workers who originated from the London and Johannesburg offices.

On his return to South Africa Shane discussed the transfer offer with his wife. Their decision to go ahead with the move was communicated to the IT director in Brisbane who then put them in touch with a Brisbane based migration agent that the company had used in the past. All transfer costs would be covered by the company. Shane was informed that once he moved to Australia, he would be subject to Australian labour laws and paid according to the Australian pay scales. Shane contacted the Australian migration agent in November 2008. The agent indicated that she had handled intra-company transfers before and that Shane should expect a two month processing time. The agent indicated that a 457 - Business (Long Stay) Visa would be applied for. This would require Shane's consent and the consent of his employer in Australia. This consent was to be in the form of an employment contract. The migration agent also sent Shane a list of documents that would be needed in the process. These included birth certificates, educational qualifications, and letters of reference from employers, police clearances and military clearance (Shane had served in the South African Military). Shane was told that his wife would be granted a spouse visa and his daughter would

receive a dependent visa. Neither would be allowed to work in Australia unless they could find an employer to sponsor them for their own work permit. The migration agent informed Shane that a professional assessment of his skills through the Australian Computer Society would be required. This assessment would establish that his education and experience were on parity with his Australian counterparts. The work visa application and skills assessment process could proceed concurrently but the work permit would not be issued without a positive assessment from the Australian Computer Society. The migration agent also told Shane to apply for police clearance certificates from South Africa. The Australian government requires these to ensure that the visas are only issued to applicants who are in good standing in their home countries. A medical assessment for Shane and his dependents would also be required. These are conducted by a select panel of doctors in South Africa who are contracted to the Australian Government. Similarly Shane would have to undergo an English language competency assessment through IELTS (International English Language Testing System), a requirement for all South African workers moving to Australia. Shane encountered his first bureaucratic hurdle at this point. Although there were several IELTS facilities in South Africa, none of them had testing availability for at least 3 months. Shane decided to schedule the IELTS test to coincide with a business trip he had scheduled to the United Kingdom. He managed to conduct the test at the Portsmouth IETLS testing center. Shane calls attention to the fact that his application could have been delayed had he not taken the initiative to track down an alternative test option.

The process of document gathering started smoothly. Birth certificates, military clearance and educational qualifications were accepted by the agent and submitted to the Australian Department of Immigration and Citizenship. Meanwhile Shane and his family scheduled their medical examination and applied for police clearance from the South African Police.

An additional stumbling block in the application process came when the immigration agent informed Shane that the military clearance he had submitted was deemed unacceptable by the Australian authorities. He would have to get a new military clearance that was signed by a South African military officer of rank Brigadier or higher.

Shane did eventually get a new military clearance but the process took six weeks. By this time the police clearances and the medical results had been processed. It was only a matter of days after the final document was submitted that the agent notified Shane that the 457 - Business (Long Stay) Visas had been approved and that they should go to the Australian Embassy in Pretoria to have them entered in their passports. Fortunately Shane and family resided in Pretoria so they would not have to travel far.

The immigration agent informed Shane that he should proceed with an application for private medical insurance in Australia. Intra-company transferees and their dependents are not covered by the government sponsored insurance plan in Australia.

When asked about his overall impression of the process, Shane had several comments. He felt that the communication process between him and the paid migration agent was slow and unnecessarily delayed. This went beyond basic time zone issues. Shane indicated that the Australian Department of Immigration and Citizenship website was informative and user-friendly and concluded that he could have achieved the same results without an immigration agent. He faulted the immigration agent for not forewarning him of potential problems with the military clearance. Shane also felt that the IELTS English language assessment process was impractical and that the IELTS organization may want to consider an expedited premium fee service to facilitate applicants that were willing to pay for it. Shane also indicated that using the internet, he could only identify two private health insurance providers in Australia. They were both, in his opinion, expensive and offered a limited selection of options. He signed up with the cheapest option but planned to investigate other alternatives when he settled in Australia. His employer was not subsidizing this private health policy for Shane or his dependents.

Shane came away from the process with a favorable opinion of the Australian Department of Immigration and Citizenship.

Case Study 2 – United States to Australia
As Daniel describes it, software companies have become increasingly global and frequently request that their employees work abroad. Daniel is an American software engineer that relocated temporarily to Australia. He

indicated that working abroad was seen as a career enhancing move within his organization.

Daniel's particular circumstances were fairly unique. Both he and his wife worked for the organization at the New Orleans office. In 2008 Daniel's wife was offered a position in the Sydney office of the organization, something that she considered a career enhancing move. The couple does not have children or other dependents. After some discussion they decided that she should go ahead with the move. This created a complicated circumstance. The organization indicated to Daniel that despite the fact that his wife was moving to the Sydney office, he would have to wait until a suitable position opened for him before he could move. This created a potential scenario of an undefined period of separation for the couple. After weighing up their career options they decided to proceed with the move. The organization agreed to proceed with two individual intra-company work permit applications, one for Daniel and one for his wife. This meant that Daniel's wife could move immediately and that Daniel would be able to move as soon as a suitable position opened up in the Sydney office. This approach would ensure that Daniel would be able to follow his wife as soon as the position became available. By preemptively applying for the intra-company transfer visa, Daniel felt sure that their reunification would not be delayed by bureaucratic complications. Daniel indicated that his organization only transferred professional workers abroad, so any position he would be applying for in Sydney would have to be at least equivalent to his current role.

The organization informed Daniel and his wife that they would be applying for 457 - Business (Long Stay) Visas on their behalf and to do this they would need to assemble a set of documents detailing their education, birth and prior work experience. In addition to this they would have to apply to their local county police department and the Federal Bureau of Investigation for police clearances. They would also be required to undergo a medical examination with a physician that was licensed to process Australian medical examinations.

The applications would be handled by human resource professionals within the organization. No external migration agent would be used. The organization had processed many of these applications before and had moved the migration agent function in-house. Daniel and his wife were assigned an Australian based human resource professional who would be responsible for communicating and coordinating with the Australian Department of Immigration and Citizenship. Daniel said that their employer's human resource department managed the entire assessment process. They were aware that their credentials were being evaluated by the Australian Computer Society but they did not personally have to participate in the process.

Despite having access to their organization's human resource professional, Daniel and his wife did their own research on the Australian Department of Immigration website. They found the data to be logical and easily accessible and found answers to most of their question. The remaining issues were addressed by the organization's human resource professional.

Daniel and his wife were well organized and kept their critical documents in a safe place and had no problem accessing the archival data required. A medial exam was scheduled with an Australian immigration panel doctor in Houston, Texas. The couple applied for a police clearance certificate from their local parish and a Federal Bureau of Investigation clearance certificate. The process was relatively painless, despite the trip to Houston for the medical examination. The couple had completed and submitted to their organizational human resource coordinator all required documentation for the 457 - Business (Long Stay) Visa. The couple was not required to have their English language abilities assessed. The Australian government does not require this of American nor Canadian migrants.

The process moved fast at that point with the four year visas being issued six weeks after the documentation was submitted. The couple was required to send their passports to the Australian Embassy in Washington DC where the physical visa was entered into their passports.

Daniel's wife moved to Sydney in October 2008 while he remained in New Orleans. He applied for Sydney based opportunities as they were posted on the organization's internal job postings. In April 2009, he was assigned a Sydney based position and joined his wife there. As Daniel indicated, the clock started running at the time of visa issuances, not at the time of migration, effectively meaning that he only had three and half years left on his visa when he arrived in Sydney. Daniel and his wife do not currently intend to stay in Australia on a permanent basis

and both felt that a four year work permit was a generous amount of time.

Daniel and his wife had relied on employer based health insurance when they worked in the United States. This arrangement was replicated in Australia where their employer arranged private company sponsored health insurance for both of them. Daniel felt that the level of coverage that they received in the United States exceeded what they received in Australia.

Daniel and his wife both viewed the intra-company transfer as a positive experience. They found the whole process to be relatively simple and transparent. Daniel, who had worked internationally in the past, found the Australian bureaucratic experience to be more pleasant than the previous ones.

Lessons learned from case study 1 and case study 2
Ghauri & Firth's stressed that the case study collection process should be intertwined with analysis and reflection (2009). This understanding has been applied to this research project and allows the researcher to evaluate the ongoing data collection process identifying possible improvements.

Both case study subjects were accommodating of the interview request and demonstrated an interest in the research process and objectives. The only indication of hesitance came at the prospect of the interview being audio recorded. The current research approach will be modified so as not to rely exclusively on a recorded interview and

focus more on the researcher's interview notes. This hesitancy demonstrated towards the recorded interview is consistent with Miles & Huberman's finding that increased anonymity reduces interview bias (1994, p.43). The recording of the interviews may have reduced the feeling of anonymity and resulted in the interviewees holding back. Bryman & Bell are proponents of tape recording interviews wherever possible as it enables the researcher to distance themselves from the mechanics of note taking, a process that can result in awkward breaks in the interview process (2007, p.489). This research will continue requesting that interviewees allow the recording of interviews. If there is any hesitancy, the anonymous nature of the research will be re-explained. This researcher will use manual note taking should the interviewee still demonstrate resistance to the recording process. Recorded interviews allow for transcriptions that can be used as research artifacts. Transcriptions reduce the risk of researcher bias and add a level of transparency to the research process (Bryman & Bell, 2007, p.489).

The interviews, consistent with Ghauri & Firth's approach, did not follow a specific script but rather referred to a set of guideline or topics that were identified in previous documents. Both candidates were candid and informative and as Yin indicated, the result of the interviews was a more guided conversation than an interrogation (2003, p.90).

Although the emergent themes identified in document three drove the guided conversation, the case study subject did change the emphasis of the conversation. An example of this is Shane's emphasis on the role of migration agents in all

aspects of the intra-company transfer process. The ongoing case study interview approach will be modified to include an increased emphasis on the role of a migration agent. This reflection on the role of migration agents illustrated to this researcher that there may be additional emergent factors to consider in the case study research. Prior documents had only considered the usage of migration agents and not what role they played in the intra-company transfer process.

Both the Australian case studies relied on telephonic interviewing. This mode of communication seems satisfactory; the interviews themselves were scheduled via e-mail contact. As a progression of the case study data gathering technique, this researcher will close future telephonic interviews with a request that further questioning be conducted by e-mail if required. It is yet to be determined whether this request for e-mail contact will be met with the same hesitance demonstrated towards tape recording of interview.

Case Study 3 – Canada to the United States
Document two, the initial literature review part of this research project, referenced several articles citing corporate mergers as a common rationale for intra-company transfers. Mark, a Canadian IT specialist at a major Canadian Brewery, is an example of how corporate mergers sometimes result in the consolidation of headquarters and the relocation of critical staff.

In Mark's case the process started in 2006 when the brewery that employed him in Toronto merged with a brewery in

Colorado. Mark's position was moved to the Colorado facility. He spent several months working remotely and commuting one week a month between Toronto and Denver. After discussing the situation with his wife, they concluded that the family might be better off relocating to Colorado. Mark indicated that the organization was offering similar transfers to other individuals in the organization. He said that the company would only consider intra-company transfers for individuals that worked as salaried professionals within the organization. His employer was happy to oblige this transition and assured him that they would support his intra-company transfer process both legally and financially. They informed Mark that the organization used a specific firm of immigration lawyers to handle all international transfers. Mark was given the name of a Denver based law firm.

Mark contacted the lawyer and felt confident that he was well equipped to handle Mark's intra-company transfer. The lawyer informed Mark that they would pursue an L-1 intra-company transfer visa for himself and L-2 dependent visas for his wife and children. Mark was then given an inventory list of documents that he and his family would need to assemble before the application could proceed. The list included birth certificates, educational qualifications, employment records and a letter from his current employer. No medical or police clearances were required.

Mark accessed the official US immigration website to verify all the information he was receiving from his lawyer. He found the information easily available and accessible.

The lawyer then explained that Mark, being a Canadian citizen, would follow a different approach to applying for the intra-transfer visa. As part of the North American Free Trade Act, Canadian visa applications had been simplified and expedited. Mark was told to assemble his documents and application, which the lawyer had reviewed, and proceed to the closest convenient border crossing point between Canada and the United States. Mark decided to process his L-1 visa and his dependent L-2 visas at the Niagara Falls immigration office situated on the border of Canada and New York State. Despite the legal review and his personal research, his first trip for a visa application was unsuccessful. Mark could not recall all the details but indicated that there was a deficiency in the employment letter his employer had supplied him with. Despite this setback, Mark indicated that the US immigration agents were professional and helpful. His second trip to the same office a week later was successful and resulted in the issuance of the visas. The L-1 intra-company transfer visa and L-2 dependent visas were issued for a period of three years. Mark inquired whether the visa could be renewed after this initial period and was informed that they could usually be renewed once and possibly twice depending on the circumstances.

Mark and his family then returned to Toronto and prepared themselves for the move. When they arrived in Denver the lawyer informed them that they would need to apply for social security numbers. This required a visit to the Social Security office. The cards were issued with a printed caveat indicating they were only valid for the length of the corresponding visa and that Mark's employment

was restricted to that of the company that had sponsored him. His wife and children's cards indicated that they were not allowed to work. Mark then had to visit the Department of Motor Vehicles where he was able to exchange his Canadian driver's license for a Colorado one. The driver's license expired at the same time that the L-1 visa did.

Mark's employer supplied him with medical insurance for him and his dependents. Mark commented that as a Canadian, who was used to a government run health service, he was unfamiliar with the workings of the health insurance process.

Mark's children were able to enroll in public schools without any complications. The initial L-1 and corresponding L-2 visas expired and new ones were issued. Mark indicated that this in turn meant new trips to the social security office and the department of motor vehicles for an update of the cards.

The entire transfer process was viewed relatively favorably by Mark and his family. There were no major complications. All communications, both from the lawyer and the official US Immigration and Custom Service were clear and helpful. In fact Mark indicated that his experience with the Niagara Falls office of US Immigration and Custom Service were so positive that he would recommend other Canadians to use this route.

Case Study 4 – the United States to the United Kingdom
The previous case study identified corporate mergers as a motivator in the process whereas this case study is an

example of an employee-initiated transfer. Hilda was an employee of a New York City based investment bank, an organization that had offices in many major financial centers around the world, including London. Hilda had worked for the bank for over a year in 2006 as an equities research analyst before she decided that she would like to internationalize her career by relocating to the London office. Hilda indicated that this sort of lateral, self-requested move is unusual in her organization. Most of the intra-company transfers within the organization are need driven and are often accompanied by a promotion. Hilda's situation was unusual in that she managed to identify an individual in the London office who filled a similar role to hers and requested a job swap. This individual was open to the idea and they simultaneously approached their management with the proposal.

The idea of a job swap was received favorably by both sets of managers. However both sides of the job swap arrangement would have to interview for their new positions before the transfers could proceed. This type of self-requested transfer was typically only available to individuals who were in good standing at the bank and who were considered professional salaried employees. Hilda, a salaried employee in good standing, successfully interviewed for the position in London and was told that she would be allowed to proceed with the intra-company transfer process. The bank assigned a human resources professional who would be responsible for guiding her through the process. The bank would cover the costs of the transfer as well as provide legal stewardship over the process.

Hilda was given a list of documents that the United Kingdom Border Agency would require before the intra-company transfer visa could be completed. The list included educational qualifications, birth certificate and a letter from the employer in the United Kingdom. Hilda went to the United Kingdom Border Agency website and conducted her own research on the intra-company transfer visas. She found the data easily accessible and understandable.

The documents were assembled and submitted to the assigned human resource manager at the bank. After a period of weeks Hilda was informed that the visa had not been issued due to a complication with the birth certificate that was submitted. Hilda was born in a non-English speaking country and the birth certificate had to be translated. The official translated birth certificate was acquired and submitted after which the visa was successfully issued for three years. Hilda did not lay blame for the misunderstanding regarding the birth certificate on anyone in the process but did indicate that this complication should have been anticipated and handled before the visa application was submitted the first time. She does not recall seeing any information regarding this on the UK Border Agency website.

Hilda came away from the process with a positive impression. She felt that the misunderstanding with the original application had been handled well and that the process was fairly seamless. Hilda did not have dependents moving with her but has heard from other colleagues who have made similar transfers with dependents that the process was equally transparent. Hilda was allowed access

to the United Kingdom National Health Service as soon as Hilda took up her position in the United Kingdom. In addition, the bank she worked for provided her with a private health insurance policy. When registering for her National Health Insurance, she was informed that she would not have access to unemployment benefits or any other social benefits should she leave the employ of her sponsored employer regardless of the reason for the departure.

Hilda did feel that the initial visa issuance period of three years was a little short. In the time that passed she has changed employers and has pursued a different professional visa that was independent of employer sponsorship.

Lessons learned from case studies three and four

Both case studies three and four were recorded and transcribed. The request to allow recording was clearly framed within the context of anonymity. Neither interviewee demonstrated any hesitancy. This is consistent with Bryman & Bell's contention that generally interviewees do not resist recording of an interview if the process is clearly presented to the interviewee (2007, p.488).

All interviewees in this research are the actual intra-company transferees themselves. With this comes a certain expectation of a level of knowledge surrounding the process. As anticipated, interviewees do not always remember the minutia of the intra-company transfer process. However what has become evident to this researcher is that people who have completed an intra-company transfer process

may also have been through other unrelated visa processes at other times. For example, in case study 3, the interviewee spent some time commuting on a part-time basis to his new job. This was done under the authority of a business visa and is not relevant to this research. Another example would be in Case study 1, where the interview subject ultimately decided to make his temporary move to Australia a permanent one thus embarking on an additional immigration process. Again, this aspect of the process is not related to the intra-company research subject matter of this project. This research project has to ensure that interviewees restrict their responses to that research subject: the intra-company process. It is unrealistic to expect all respondents to understand the intricacies and differences between the different immigration processes. The researcher may have to redirect questions if it appears that the respondent is referring to an unrelated immigration process. The narrow scope of this research will be clearly explained to future case study interviewees. The research conducted in documents three and four allowed the researcher to develop an advanced knowledge of the literature surrounding intra-company transfers. This has provided the researcher with a solid grasp of the issues being studied, consistent with Yin's requirement for successful case study research (2003, p.61). This knowledge allows the researcher to guide the conversation to the issues of intra-company transfers.

Whereas this research is exploring the specific issues relating the intra-company transfers and intra-company transfer visas, it is clear from the first four case studies that there are other peripheral visa processes that

can potentially precede or succeed the intra-company transfer visa. The existence and roles of such visas could form a basis for future research and expansion to the theoretical propositions of this research.

Also apparent is the level of accuracy that the interviewees have of the intra-company process. It may be possible that the interviewees do not recall all aspects of the process accurately; however in this research, the overall impression of the process is important.

Case Study 5 – South Africa to the United States

Barry arrived in the United States in 2007. Prior to which he was employed as a business analyst by a consulting group based in South Africa. His employer had offices in Florida and Sydney. The bulk of the analysts employed at the consultancy were South African. The organization was viewed as a good international option by many in the South African workforce, Barry included. And for this reason he approached the consultancy in late 2006 about a role as a consulting business analyst. He was married but had no children and was open to the option of travelling and working abroad. At the time the consultancy was in the process of building a team to deploy to the United States over the following six to nine months. They had recently been awarded a contract with a major American insurance company to provide a team of change management analysts to the company while it underwent a major IT platform change. The consultancy was to provide all the change management services required for the platform upgrade, a task that was projected to last at least three years. Barry's timing paid off and he was offered a position on the project.

He would not depart to the United States for at least six
months. First he would have to undergo a three month
training program in South Africa, the aim of which was to
familiarize and train him with the client's change
management requirements. After that he would have to work
for another three months as a remote analyst providing back
office support to the consultants that were already on the
ground at the client site. After that Barry would receive a
short term business visa that would allow him to travel to
the client site in the United States for limited periods of
time. He would remain an employee of the South African
office and be paid a South African Salary. Finally after a
full year of employment the consultancy would apply for an
L-1 intra-company transfer visa for Barry and an L-2
dependent visa for his wife.

Barry agreed to the arrangement. After six months of
working on the project in South Africa Barry went to the
United States Consulate in Johannesburg and applied for a
business visa. Barry described the process as efficient. He
had heard some anecdotes about how difficult it was to get
a short term visa to the United States but he did not
experience any complications. After that Barry made three
trips of approximately four weeks each to the United
States. He spent the first trip at the client site in
Charlotte, North Carolina and the second two at the client
site in Denver. His wife remained back in South Africa
during this process. After 11 months of employment with the
consultancy, Barry was informed that he should initiate the
L-1 intra-company process through the consultancy's human
resource area. According to Barry, the consultancy he works

for is in the habit of moving professional staff around the world.

The consultancy used a New York based law firm to process the L-1 visa applications. Barry was given the name of one of the lawyers in New York. After contacting the lawyers Barry was told to assemble a set of documents, birth certificates, education qualifications and a letter from his employer. Barry was prepared for this request as he had already accessed the United Stated Customs and Immigration website several months before. He said that the website had proved informative and the visa issuance proceeded as expected.

A few weeks after submitting the documents to the lawyer, Barry and his wife were told that they would have to attend a short interview at the United States Consulate. Barry was surprised at how quick this had happened and noted that he had only recently passed the 12-month employment mark. The interview turned out to be more of a formality and Barry and his wife had their three-year L visas issued on the same day.

A month later they left South Africa so that Barry could take up a fulltime position with the Florida office of the consultancy. He was informed that he would not have to go to Florida at all but should rather proceed to the client site in Denver and report to an onsite manager there.

Barry is still working for the consultancy in the US and recently had his L-1 Intra-company visa renewed without any complications. His employer provided him and his wife with

health insurance. Barry noted that on arrival in the United States he was required to apply for a Social Security card and a driver's license. Both of which were issued for the same time period as the L-1 visa and had to be renewed at the time of the visa extension.

Barry was satisfied with the process, he found his contact with the United States Immigration and Customs agency helpful and found their electronic communications to be efficient. This included both the e-mail contact and the official website that allowed him to track the progress of his application.

Case Study 6 – South Africa to the United Kingdom
Adrian had been working as an IT professional in South Africa for almost two decades before he decided to explore options in the United Kingdom. His latest employer was a South African based IT consultancy that had operations in the United Kingdom. Adrian described his employer as a 'job shop' which essentially employed IT consultants with the aim of placing them at different client sites. The employer did not have any significant in-house software development and the bulk of employees were engaged at client sites around South Africa and the United Kingdom.

Adrian had an ongoing interest in the United Kingdom. He was of English extraction – albeit far enough back that he did not qualify for British citizenship through descent. He was aware of other South African employees who had made the shift abroad within the framework of the IT consultancy. Adrian's current role was that of a software consultant at a large South African insurance company. He was assigned to

an IT group that provided technical support for the propriety legacy system that the insurance company operated. It was a system that had originally been purchased as a software package and had been customized to meet the needs of his current client.

One of Adrian colleagues had told him that the software platform that Adrian supported had been purchased by an insurance company based in Perth, Scotland and that their IT consultancy had been retained to provide some of the staff for the project.

Adrian took the opportunity to speak to his manager, indicating his interest in making a transition to the United Kingdom. He believed that his skill-set was relatively scarce in the IT world and that he would be a good match for the project in Scotland.

Adrian's wife was supportive of the move but she had her own career and wanted assurances that she would be able to work once they were in the United Kingdom.

Adrian's manager gave him the name of the Perth-based project manager that would be staffing and running the project in Scotland. Adrian contacted her and arranged a telephonic interview. At the interview Adrian was told that they would be interested in having him on the project and that if he wished to proceed he should let them know so that they could start the process of securing a work permit on his behalf. Adrian raised the issue of his wife being able to work in the United Kingdom and was told that someone would get back to him on that point.

Adrian discussed the offer with his wife. They decided to do their own research on the intra-company transfer process using the information of the United Kingdom Border Agency website and soon established that spouses of intra-company transferees were allowed to work as long as the primary applicant was still employed.

Armed with this information Adrian told the project manager that she should proceed with the visa application. He was informed that the processing would be relatively quick and that he should provide documentation regarding birth, education and previous work experience to the IT consultancy's human resource coordinator.

The project manager for the Scottish client engagement contacted Adrian and said that she wanted to have him on-site as soon as possible and that the visa could be approved in a period of six weeks. Adrian spoke to his wife and decided that this timeframe would suit them.

Adrian is not sure if his consultancy used a lawyer or a migration agent in the United Kingdom. He was aware that his company was considered to be an immigration sponsor in good standing in the United Kingdom. Adrian received notification that tier 2 intra-company visas had been approved for himself and his wife and that they would be issued for a period of three years.

Adrian began the process of winding down his responsibilities on his current assignment in South Africa.

Within two weeks of the visas being issued Adrian and his wife were in the United Kingdom.

Adrian's wife was able to find employment in the United Kingdom. Adrian is still working at the client site in Scotland on his initial three year Tier 2 intra-company transfer work permit. He and his wife both have a positive impression of the process. Adrian did indicate that he thought his process had been relatively seamless due to the good reputation and standing of his employer with the United Kingdom Border Agency. He had heard of other would be intra-company transferees, in the employ of less reputable companies, that had not had such an easy time.

Lessons learned from case studies five and six
Flybjerg contends that the level of generalization in the case study process can be increased by using strategic selection (2006). The implication being that a researcher should attempt to vary the types of case studies during the process in order to guarantee a wider variety of respondents thereby allowing for increased generalization. This researcher has endeavored to identify geographically diverse respondents but has not managed to extend this diversity to the industries in which respondents work. The bulk of the respondents have been in the IT or IT-related industries. This lack of industry diversity could alternatively be perceived as a strength in the research process. It allows the researcher to limit the impact of research differences that may have come about as a result of diverse industry backgrounds. Instead the research is allowed to focus on the generalization at other levels in the research. If this research had included case study

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subjects from the non-profit or public sectors it may have increased the level of diversity in candidates but limited the ability of the research to generalize. This researcher will continue to seek out case study subjects, who work in IT or related careers at major corporations.

Case Study 7 – Botswana to the United States

Lorna is originally South African but had spent the last few years working as a subcontractor to a large accounting firm on assignment in Botswana. Most of her time was spent in Gaborone performing work study analysis and efficiency studies for the mining industry. Her background in geology and business made her a good match for this environment.

Most of Lorna's family had, over the years, relocated to the United States and she had an interest in joining them. She had worked and lived in the United States on a temporary basis before and was familiar with some aspects of the visa regimen. In fact Lorna was quick to realize that an L-1 visa might be her fastest route to entry into the United States. With this understanding she approached the management of the accounting firm she was subcontracting to. They indicated that they would not be willing to facilitate this sort of transfer for a subcontractor.

Lorna then turned to an acquaintance that she had worked with previously in South Africa. This person ran a business consultancy and had an office in New York. She came to an arrangement with this person: she would be allowed to bill her subcontracting activities though his consultancy. In return, Lorna would have to forsake a small part of her

billing rate to the consultancy in order to become a de facto employee.

The United States Customs and Immigration website had become an invaluable source of knowledge for Lorna. She had determined that she would have to work for the consultancy for at least a year before progressing to the point of an intra-company transfer

In 2008, after a year in their employ, Lorna approached the consultancy and requested a transfer to the New York office. The management of the consultancy were accommodating to her request but indicated that if she were to make this move, she would have to be willing to work on any contract she was assigned to in the United States regardless of location.

They applied for an intra-company visa on her behalf. It was not the first time the consultancy had processed an L-1 visa for its employees. The consultancy did retain a lawyer in New York to deal directly with the United States Department of Customs and Immigration. Lorna felt confident in her own knowledge of the process and sometimes found she second guessed the lawyer in New York. Lorna questioned the processing times of the visa and added input to her job description in the visa application. Whether her contribution was helpful or ultimately influenced the outcome of the process is uncertain. The three year L-1 visa was issued at the United States Consulate in Johannesburg.

Lorna did not depart immediately to the United States. The consultancy that sponsored her had a consultant working with an American mining company and they also wanted to secure her a contract position with this client before she departed. This process took two months, after which she was assigned to the client. As Lorna pointed out, the time wasted in her delayed departure to the United States was counted against the three year L-1 visa

Lorna has been working at the client site since mid 2008. She found the United States Department of Customs and Immigration to be efficient and has volunteered to counsel other would-be intra-company transfer employees considering a move within the consultancy.

Case Study 8 – India to Ireland
Suresh had transferred with his employer, a major multi-national provider of IT services, from India to the UK in 2005. He had been working in IT for over a decade before he arrived in the United Kingdom. After two years in the United Kingdom Suresh decided he wanted to shift his career from technical to project management. His employer was open to the idea and said that they were willing to assign him to a junior project manager position but that it would most likely mean he would be shifted to a new assignment.

Within weeks Suresh was approached by management about taking a two-year assignment in Ireland. The idea was appealing to Suresh but as an Indian national he realized that he may have to go through additional immigration bureaucracy in order to be allowed to work in Ireland. Suresh voiced his concerns and his manager put him in touch

with a human resource manager in the company. He was told that the Irish expansion was relatively recent and had mostly been staffed with the European Union nationals who did not require work permits. However there have been a handful of employees who had gone over to Ireland on intra-company transfer visas.

Suresh was put in contact with a fellow Indian who was working for the company and based in Dublin. This individual had been through the Irish intra-company transfer process. This contact proved useful, as Suresh had a level of understanding based on his experience with the British system that he had navigated a few years prior. The contact in Dublin said that he had moved to Ireland a year earlier and the company had paid for the services of an Irish immigration firm. Suresh had already done some of his own research using the website of the Irish Department of Enterprise, Trade and Employment. Having previously used the United Kingdom Border Agency website to get information, he found the Irish website confusing by comparison. Suresh felt that some of the information was contradictory and out of date. However, after some time researching, he did find the information he needed. He indicated that someone who was not as familiar with the immigration concepts and terms may struggle to find what they need on the Irish Department of Enterprise, Trade and Employment website.

Suresh discussed the opportunity with his wife and they decided that he should notify management to let them know he wished to proceed with the option of moving to Ireland for two years. It was always their intention to return to

the United Kingdom after this period. Suresh was flown over to Ireland the next week to meet with the team in Ireland. On this trip he also met with a representative of the Irish immigration firm whose services were retained by his employer. The migration agent told him that the process would take about six weeks once all the documents were made available. Suresh had been preemptive in the process and had travelled with the entire set of required documents, birth certificates, educational qualifications and a letter from his employer indicating that he held a management position, what his salary level was in the United Kingdom and his compensation package would be in Ireland. The immigration agent was satisfied with his documentation. There was also an application form that needed to be completed by his employer. Suresh returned to the United Kingdom and had his human resource department complete the form.

The migrating agent was proved correct in his prediction the visa issuance would be completed six weeks after document submission. The intra-company transfer visa was issued for 2 years. Suresh and his wife remained in the United Kingdom for a few weeks after the visa issuance so that his wife could give notice to her employer.

Suresh is still in Ireland and still plans to return to the United Kingdom office after a few years. He has not had to explore the visa extension process yet. His overall impression of the process was positive, although he did find the information at the Department of Enterprise, Trade and Employment website confusing. Suresh was aware that his wife would not be allowed to work in Ireland without

getting her own work permit but has decided not to pursue this option due to the financial crisis and its impact on the Irish labor market.

Case study eight proved to be the most difficult to execute of all the cases. In document four it was observed that the total response from human resource managers in Ireland was lower than that of human resource managers in other countries. This was explained by Ireland's smaller population. This document experienced similar challenges: the opportunistic selection found few potential case studies in Ireland. Case study eight was found via the internet and all communications were electronic. While some of the other case studies relied on follow-up e-mails to supplement the initial interview process, case study eight was the only one that relied exclusively on electronic communication. This adaptive data gathering approach is consistent with Yin's requirement that researchers be adaptive and flexible in the case study process (2003, p.60). Yin reminds researchers that most case study research projects do not work out as originally planned and that researchers should remember the original intention of the research but be ready to adapt the procedures and plans in case the unanticipated occurs (2003, p.61).

Implications for managers
Lomax's research finds that the bulk of expatriate assignments involving intra-company transfers are motivated by the organizational demand (2001, p.48). These demands range from an organization's need for increased skill in a specific geographic area to the organization's need to train employees in specific skills which are only taught in

specific locations. This type of organizational demand-driven relocation motive was present in the decision processes in case study one, three and eight where the motivation for the transfer was clearly that of organizational gain. In case study three, the organization that Mark worked for had undergone a corporate merger and a regrouping of technical resources was in the organization's interest. In case study eight, Suresh's expatriation was part of his organization's push for an expansion into the Irish market. However, there were other examples in this research that indicate organization are also being open to the concept of accommodating employees wishes and allowing lateral international moves. In cases two and four, it was clearly the employee that initiated the move. Both of the research subjects were employees of good standing there and their employers obviously felt their expatriation was justified by the risk of losing them as employees.

Cases five and seven added a new twist to the expatriation motivation question. In both cases the case study subjects joined organizations with the specific intent of making an international move. These were orchestrated moves where employees identified organizations that were known to move employees overseas. This phenomenon differs from self requested moves in case studies two and four. The self motivated moves identified in case studies five and seven were built on the premise or expectation that international prospects would be imminently available.

This type of self-selection intra-company transfer does not diminish an employer's responsibility in screening potential expatriates to ensure that they can function

effectively aboard (Tung, 1988, p.11). As Vance & Paik point out, selection of candidates for intra-company transfer project can also be about retention of desirable employees (1996, p.140). As demonstrated in case study four, Hilda's desire to work abroad was great, possibly greater than her desire to work for her current employer. By accommodating her transfer request, her employer ensured the retention of a desirable employee. Intra-company transfers are often used to fill immediate needs in facilities abroad (Vance & Paik, 1998, p.141). This was demonstrated in case study two where Daniel's employer had an immediate need for his spouse's skills in Australia. However his transfer fell more in to the category of retention. His move was accommodated by his employer to ensure that he and his wife remained employees. In case study three, Mark's decision to undertake an intra-company transfer was partially motivated by self preservation. His employer had recently merged and consolidated its IT function in Denver. Choosing not to move would have made him a less desirable employee. Mark's choice to move was based on his motivation to self select and his employer's motivation to retain desirable employees.

Dual career dilemmas are addressed by Schell & Solomon who cites a list of problems that manifest themselves as a result of a spouse's intra-company transfer (1997, p.221). These include the non-working spouse's loss of income and career development. Case study two offers a unique insight into this specific issue, Daniel and his wife had both sought out transfers to Australia. Their employer demonstrated willingness to accommodate their requests by offering to sponsor them both for work permits. The

downside of this offer was that their employer could not guarantee them simultaneous transfers. The upside was that neither spouse would have to suffer income loss or career development delays. As Daniel pointed out, this decision suited them as they realized their separation would only be for a limited period and they did not have school aged children that would be affected by a divided household. Daniel's circumstance can be contrasted against the circumstances surrounding Suresh's transfer in case study eight. He opted to take a personal career enhancing transfer knowing that his wife may have to postpone her career development. Suresh's employer was transferring him to startup operations, possibly reducing their ability to accommodate his wife as an employee. Lomax points out that spousal employment issues are also impacted by the length of the transfer (2001, p.71). When the assignment is very short, it is possible for the non-working spouse to temporarily suspend their career. However in the case of longer assignments attention should be paid to the non-working spouse's career needs.

The approach taken by Daniel's employer which, in effect, created a staggered transfer that would accommodate both working spouses is innovative. It offered both employees income and career continuity which was offset against the inconvenience of a temporary separation. Tung, quoting already high expatriate failure rates, cites the need to be creative and flexible in the accommodation of spouses (1988, p.2, p.109). This flexibility should extend beyond employment but also to language skills and cultural preparation. None of the case studies in this research project observed any formal spousal or dependent

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preparation processes. In most cases it seems that the employer's focused their attention on the legal preparation that was necessary before the transfer took place rather than managing expectations for the transfer itself. This could be explained by the nature of these transferees, most of them being worldly and familiar with their destination countries. Tung's book dates back to 1988, a period before the widespread availability of information on the internet. All the case study subjects in the research indicated that they had researched aspects of the migration process on the internet. It is completely possible that over the last few decades the need for formal expatriation transfer training has diminished due to the easily available resources on the internet. The theme of employee self sufficiency could in future be expanded to the regulatory side of the intra-company process. All the case study respondents indicated that they had researched the respective intra-company transfer processes themselves. As evidenced by document three, all the governments of the destination countries covered in this research have a significant web presence. This allows potential transferees to conduct their own research. Some case study subjects such as Shane, Hilda and Lorna actually indicated that they felt empowered by their research and felt that they could have done as good a job as their assigned immigration agent. While allowing employees to conduct their own intra-company visa transfer process without legal counsel is not necessarily recommended, it does seem that there is space for a more self-guided approach. This approach may allow the potential intra-company transferees to educate themselves and then drive the process themselves within the constraints of corporate policy and under the guidance of an assigned

immigration agent or lawyer. Such a self guided approach would allow employees the opportunity to fully understand the process and take personal responsibility for the success of the application. While this sort of approach would not be suited to most intra-company transfers due to the employer's sense of urgency and employee disinterest, it may be an option for smaller companies that have limited resources. Self-guided applicants would also bring to the organization a wealth of knowledge and understanding that could assist future applicants.

Vance & Paik's research on expatriation is more recent than some of the other sources, they observe the emergence of hybrid and virtual assignments in the intra-company process (2006, p.225). These developments are the result of the emergence of the global corporation and technological breakthroughs that allow seamless communication from remote sites. Consequently enabling employers to send employees on virtual assignments where they are, for extended periods of time, with teams that are based abroad without actually moving to that destination. This is often done as a precursor to a long-term expatriation assignment (Vance & Paik, 2006, p.225). In case study five, Barry was assigned to a foreign facility before he actually moved there. In Barry's case this virtual assignment approach was in order to be compliant with the United States immigration laws that require expatriates to work for an employer for a full year before transferring. Barry and his employer demonstrated that the global team / virtual assignment concept, mentioned by Vance & Paik, are in fact a reality and were ultimately a precursor to a longer term intra-company assignment.

As Vance & Paik note, employers are often prepared to pay a premium to employees that are willing to take on intra-company transfers (2006, p.275). The majority of the case studies in this research project did not seem to be primarily motivated by money. Shane noted that his employer operated three offices in three countries and each had its own unique pay structure. Intra-company transferees were always paid at the local pay scale and expatriate compensation packages were not negotiated. Schell & Solomon note that compensation for intra-company transferees is often linked to the length of the assignment, shorter and temporary assignment being more likely to be awarded extra compensation (1997, p.117). The only fixed length, albeit not specifically short by Schell & Solomon's definition, was case study eight where Suresh opted to move to Ireland for a period of two years. He did receive an increase in compensation with this move but it was related to his new role rather than the length or nature of the assignment. Vance and Paik note that multi-nationals and other organizations that move employees around the globe are often wary of unions and other labor movements that are interested in their domestic employees well being (2006, p.310). Participants in this case study research indicated that their employers were usually only willing to transfer professional salaried workers thus mitigating the risk of annoying organized labour in the target country. There were requirements of some of the case study subjects that they should comply with prevailing wage laws in their new countries. None of the case study subjects indicated that they had salary adjustments made in order to comply with this requirement. This could indicate that either the

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prevailing wages were set at a relatively low level and that transferees were already in compliance.

Globalization has changed us into a company that searches the world, not just to sell or to source, but to find intellectual capital – the world's best talents and greatest ideas –Jack Welch, 2000.

Welch's understanding of globalization is borne out by this case study research. Candidates with significant intellectual capital were identified in several of the case studies. The workers were valuable enough to justify an intra-company transfer even if they were self-requested. The risk of losing the employee was too great.

Despite the impact of the global financial crisis, the overall pace of worker globalization has not declined in the decade since Welch's observation. Future economic growth will likely bring with it an increased demand for workers. This research has identified several phenomena in the global worker industry that may benefit organizations when competing for global talent. These would include increased awareness of the self selecting expatriate, the worker that specifically joins an organization or a project within the organization in order to facilitate a transfer abroad. Additionally there are those employees who take on intra-company transfers as part of a self-preservation strategy. This often comes about as a result of corporate mergers and consolidation of business functions. Whether the current global crisis has increased the level of self-preservation amongst intra-company transferees is debatable. Staggered transfers where one spouse in the

intra-company transfer migrates in advance of the trailing spouse. This is a strategy that could enable organizations to retain valuable employees who have spouses working at the same organization. Given the current easy access to migration information it may behoove employers to allow employees increased control over the migration process in a self-guided approach. Thereby increasing their level of involvement and empowering them to control certain aspects of the process. While this approach would definitely not suit all intra-company transferees there is a distinct group who would benefit from this process and in turn benefit the organization.

Organizations may also consider a flexpatriation approach, as identified by Vance and Paik (2006, p.224). This allows employees to sample the process before undertaking a long-term assignment and effectively reducing the risk of intra-company transfer failure.

Document four surveyed the level of satisfaction of the intra-company transfer process at the institutional level. Document five researches that same experience but at the individual level. The experiences at these two different levels may produce different results. The satisfaction level of the individual may be immune from the frustrations that happen behind the scenes at an institutional level.

With this understanding, an organization should prepare potential intra-company transferees for possible delays and bureaucratic complications. At the same time organizations should consider streamlining their intra-company process, especially if it is being handled in-house. An efficient

and lean organizational intra-company process will reduce
the risk of complication and confusion in the process. This
is demonstrated by the inter-company transfer process in
case study four. An internal human resource department,
tasked with handling international transfers, failed to
spot the lack of translation of a foreign language birth
certificate.

Case Study methodology findings and discussion
Qualitative research is essentially the research of
phenomena using methods that require a researcher to
interpret the results from open ended data sources like
case study interviews or archival data (Marschan-Piekkari &
Welch, 2004, p.466). Whereas document three took an
archival approach, this document relied exclusively on case
study interviews.

The case study selection process in this research took an
opportunistic approach. Subjects were selected based on
their destination country and the relative recentness of
the transfer. Outside of these factors no other set of
definitive metrics were applied in the case study
selection. Availability for interviews and a willingness to
participate became the default requirements for
participation. This is not to say that there were no
potential case study candidates that were eliminated from
the selection process. Some potential case study subjects
were so similar in nature and circumstance that this
researcher decided to exclude those that looked like they
may be duplicates of one another. This selection approach
is consistent with Ghauri & Firth's observation that case
study research is a blend of theory and pragmatism (2009).

Eight case studies were conducted in total. They were not evenly spread amongst the destination countries: two were from Australia, two from the United Kingdom, three from the United States and one from Ireland. The availability of case study candidates ultimately determined the selection. As Yin observes, case studies are multiple experiments not individual surveys (2003, p.47). It was with this understanding that case study selection was performed.

A single interview per participant approach was used. This researcher was not seeking to establish a comparative before and after study that would examine the impact of the intra-company process by measuring attitudes before and after the move.

The tenet of pragmatism was applied throughout this research process. This is consistent with Ghauri & Firth's determination that the case study collection process should be intertwined with analysis and reflection (2009). The research approach was adjusted at several different intervals through the case study process. This intermittent reassessment of the case study process was recommended by Miles & Huberman's progressive research approach which allows researchers to adjust the case study approach (1994, p.19).

While this study did not seek to prove or disprove any specific hypothesis but rather to contribute to the research that had already been conducted in documents three and four, it could be used to generate hypothesis for future research. As noted by Flybjerg, case study research

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is sometimes used as a hypothesis generator rather than a hypothesis tester (2006). The objective of this research was to establish insight into the intra-company transfer process from the individual level that would balance the institutional level research that was established in earlier documents.

Barkley's observation that case study research is often too diverse to produce a usable level of generalization or establish causality was borne out in this research paper (2006). The eight interviewees did not reveal enough data about the intra-company transfer process to allow this researcher to generalize based on this research alone. But this research did not set out to establish broad generalizations about the intra-company transferees of the four subject countries, rather it attempted to build on the finding of documents three and four. Consistent with Yin's understanding of case study research, generalizations would be applicable to the theoretical propositions that launched the study rather than the entire population (2003). In this case the qualitative and quantitative research in documents three and four and the research objectives outlined in this research paper constitute the theoretical proposition.

The eight case studies were presented earlier using Eisenhardt's within-case format. This allowed each individual case to exist at an anecdotal level (1989). The within-case analysis is often partnered with a cross-case pattern analysis, a process that builds on the within-case analysis by conducting comparisons between the individual cases. The cross-case pattern analysis usually limits the

risk of hasty conclusions and inaccurate generalizations (Eisenhardt, 1989).

Literature review findings and discussion

A review of the existing literature on intra-company transfers and expatriation was conducted in document two. The literature review focused primarily on research articles rather than policy documents or official publications. These would be researched in document three. Although the literature review identified a limited amount of existing research that pertained specifically to the intra-company transfer process, in general it identified academic and industry sponsored research into issues of expatriation. The literature review included documents dating as far back as 1970. This allowed for a historical perspective on the subject of expatriation to emerge. The industry sponsored research identified in document two was typically conducted by large research organizations or accounting firms and examined specific aspects pertaining to expatriation such as success rates, compensation packages and trends. Other research conducted by large non-governmental organizations for example, the Organization for Economic Co-operation and Development, focused on broader migration and labour movement issues around the globe. The academic research included in the review tended to be more country specific and the focus was primarily on expatriation issues. The combination of industry sponsored, non-governmental and academic research allowed the researcher to establish what literature existed on the subject of expatriation and intra-company transfer. This was then used to create a background for the research conducted in documents three and four.

Document three qualitative findings and discussion

Document three used a hermeneutic research methodology to establish an interactive framework which was used to identify the nature of the intra-company transfer systems in the respective countries and identify emergent themes and issues in the intra-company transfer policies of the four countries. Document three discovered that while the different countries applied their own unique approach to the regulation of intra-company transfers, there were several common characteristics in their policies. The regulatory systems are a product of labour market forces, investment incentives, public pressure and expedience. Document three concluded that Australia was the most accessible in terms of low processing cost and short processing times. Australia was also progressive in its approach of allowing certain employers a blanket license to transfer workers and in its accommodation of dependents of transferees. Australia's progressiveness was contrasted with Ireland's more protectionist approach to intra-company transfers. This protectionist approach was illustrated by Ireland's housing of their labour and immigration function in the same government department. While both Ireland and Australia had prevailing wage legislation and quotas governing the inflow of intra-company transferees, Ireland still came across as less friendly to intra-company transferees.

The United Kingdom shared Australia's progressive stance to intra-company transferees in terms of low fees and efficient processing times. They differentiated themselves from the other countries in terms of their proposed strict

compliance and enforcement of the intra-company transfer immigration law.

The United States was the most established and experienced of the four countries in terms of regulating intra-company transfers. This indicated that their regulations were a product of evolution rather than large overhauls of their immigration system. The United State's blanket labour agreement, which allows employers a certain carte blanche in the transfer of foreign workers, is the most established and possibly servesd as a model for the other countries.

The United States was the most generous in terms of length of visas offered to intra-company transferees. However they, like Ireland, required that transferees be of a certain position or status within their organization before being considered for an intra-company transfer visa.

Document three found that the regulatory literature of the United States offered the greatest historic perspective, possibly a reflection of the way that immigration law developed out of case law. The literature provided by the United Kingdom was a reflection of that country's new immigration systems that had been implemented in the past decade. The United Kingdom regulations sometimes referenced their old immigration law while offering insight and justification to the new law. The Irish and Australian regulatory literature was less historically forthcoming and tended to focus on the current policies only.

In addition to the intra-company transfer issues already discussed, document three also identified several other

emergent themes. These included issues of portability which address the transferee's ability to change employers while on an intra-company transfer visa; the ease of accessibility of regulatory information, a theme that is resurgent in this document; the issues of medical exams that may or may not be required of intra-company transferees and their access to public health systems in the respective countries; the existence of prevailing wage requirements that require transferees to meet a minimum income threshold was also identified in document three - prevailing wage requirements are put in place to ensure that organizations are not trying to circumvent local labour markets by importing cheap labour; the final emergent theme identified in document three addressed the issue of migration agents or lawyers and whether they were used by potential intra-company transferees.

Document four quantitative findings and discussion
Some of the research findings identified in document three were used in the qualitative research performed in document four. Several emergent themes were used as the foundation for the survey design process in document four.

The hypothesis tested in document four was built on the findings of document three. The survey which was designed and deployed in document four was intended to add qualitative evidence of the research finding of document three. To prove this, a hypothesis stating that there was a statistically different level of satisfaction with the intra-company transfer systems of the respective countries, would have to be proven. The survey tested four parameters: the speed and predictability of the intra-company visa

process, the availability and willingness to grant visa extensions, the satisfaction with provisions made for dependents of the intra-company visa holder and finally the overall satisfaction with the intra-company visa process. The four parameters measured in the survey were only a subset of the emergent factors identified in document three. This limited survey approach was used in the interest of creating a short and user friendly survey that would maximize participation. The fourth parameter, the overall satisfaction with the intra-company process, references other emergent factors identified in document three and serves as a wide-ranging category. The satisfaction levels associated with the parameters, as experienced by human resource professionals familiar with the intra-company process, were measured on a five point Likert scale. The results of these surveys were then evaluated for statistical significance using a Chi-square and Kruskal-Wallis models.

Statistically different levels of satisfaction were measured in all four parameters that were surveyed. In all of them the intra-company transfer systems of Australia and United Kingdom were viewed more favorably than those of the United States and Ireland. In more specific terms, survey results measuring satisfaction with the speed and predictability of the intra-company process found greater satisfaction with the British and Australian systems. The American systems ranked third with the Irish systems placed last. The results of the survey indicated that when it came to the level of satisfaction with the availability of extension-of-stay visas for intra-company transferees, the United Kingdom and Australia again fared best with the

United States coming in third. On the issue of intra-company transfer systems providing for dependents of the visa holder, the United Kingdom fares significantly better than the other countries surveyed. Australia and the United States were placed second and third respectively.

Document four took a more focused approach than its predecessor. While document three had the opportunity to be more explorative and open ended, document four was targeted and, in order to establish a statistically significant conclusion, used a limited scope survey.

As illustrated in the conceptual framework, the findings of documents three and four are prerequisites to the evolution of knowledge in this case study.

Case study results cross-referencing document three and four

A cross-case pattern analysis, as identified by Eisenhardt, was loosely applied to the case study data earlier in this research document and the results were reported in the management implications section. An additional cross-pattern analysis expands this research's context to reference the findings of documents three and four below.

None of the case study subjects reported issues with the **processing times** experienced with the issuance of their intra-company transfer visas. Some, like Hilda, experienced delays due to incomplete applications but the general feeling was that the applications were processed in the agreed times. Although document four established that organizations perceived the intra-company systems of

Australia and the United Kingdom to be faster and more predictable than their American and Irish counter parts, this was neither confirmed nor contradicted in the case study research.

Hilda and Adrian both suggested that their applications were processed without complication due to their respective employers' good standing with the United Kingdom Border Agency. This does not necessarily imply that their employers were part of a **preferential labour agreement** with the British government but rather that they were regarded as employers who had a good track record on immigration. None of the case study respondents addressed the topic of preferential labour agreements directly and it is possible that they would not have known whether their employer enjoyed this privileged status or not.

The most visible effect of **compliance and enforcement** was experienced by the case study subject that transferred to the United States. This came in the form of time restrictions on the issuance of driver's licenses and social security cards. This effectively served as a compliance tool ensuring that they either renewed their intra-company visas or left the country.

The only case study subject to test the **portability** of the intra-company transfer visa was Hilda. She changed employers during her tenure in the United Kingdom. Hilda indicated that she moved from an intra-company transfer visa to a different professional visa. By all accounts Hilda's status as an intra-company transfer visa holder did not hinder her move. The other case study subjects were

still employed by their original employers and showed no indication of planning to test the portability aspect of their intra-company transfer visas. Hilda's experience with portability within the British system is consistent with the finding of document three.

All the case study subjects did some level of self-guided research into the intra-company transfer process. Their general experiences with the **accessibility of information** were positive. Suresh was the only case study subject that indicated some level of frustration with the way the information was presented in the internet. This was consistent with document three's finding that some answers were not clearly available on the Irish Department of Enterprise, Trade and Employment website. By contrast Adrian found that he could get some questions answered faster doing his own research on the United Kingdom Border Agency website than waiting for a response from his immigration agent. Lorna took it upon herself to research the entire process using the United Stated Citizenship and Immigration Services website before starting the intra-company process.

None of the case study subjects expressed overly positive or negative feelings concerning the **duration of their intra-company transfer visas**. There are several explanations for this. Some of the subjects, like Suresh, were not interested in staying in their destination country long term. Some planned to stay indefinitely and started the process of changing their immigration status to a permanent one. The duration offered by the United States

was the most generous and as such benefited both Mark and Lorna.

The case study subjects in this research were all professional employees and seemingly met the **status and positions-held requirements** established by the respective intra-company transfer systems. Suresh was required to produce evidence from his employer indicating what his salary was and what position he held before the intra-company transfer visa to Ireland was processed. Document three found that, while all the countries implemented salary and position-held requirements, Ireland had the strictest prerequisite. While all case study subjects must have been evaluated against these requirements, they were for the most part transparent to the individual applicants. The status and position held requirements in the intra-company transfer process are in place to ensure that employers are not using the intra-company transfer process to import low-level workers. The **Prevailing wage requirements** are established to ensure that employers do not undercut local workers by importing low-cost professionals. While document three established that all the subject countries had established prevailing wage requirements, Suresh was the only case study subject that was aware that his current salary was being considered in the intra-company transfer application.

Document three established that of the research countries in this study, only Australia required a **medical assessment** of intra-company transfer applicants. This finding was supported by the case study research. Both Shane and Daniel were required to complete medical assessments for them and

their dependents before the intra-company transfer visas were issued.

Document three established that Australia and Ireland both established **numeric quotas** restricting the total number of intra-company transferees per organization. The case study subjects were not aware of this restriction. Presumably this was something that their employers vetted prior to applying for the intra-company transfer visas on their behalf.

The **costs** levied by the respective governments for the processing of the intra-company transfer visas seemed to be transparent to the case study subjects. Document three established that there were no large cost discrepancies between the countries.

Several of the case study subjects had **spouses and children** that moved with them. Adrian's wife was allowed to work when she arrived in the United Kingdom. This was consistent with the findings of document three which established that Australia and the United Kingdom allow spouses of intra-company transferees to take up employment. The United States also allows for spousal employment but only after arrival and the grant of a separate employment-authorized visa to the spouse. Ireland in turn required that spouses apply for their own work authorization. All the case study subjects who moved with their children expressed satisfaction with the access to schooling.

Document three established that all the subject countries allowed intra-company transferees to use **migration agents**

or lawyers to represent them in the process. Australia is the only subject country that used designated independent migration agents to represent clients. These agents are required to register with the Australian Department of Immigration and Citizenship. Ireland, the United Kingdom and the United States allow lawyers to function as primary immigration representatives. There are other levels of immigration agents in Ireland, the United States and the United Kingdom but the primary immigration function is handled by lawyers. All the case study subjects used migration agents or lawyers. Their satisfaction levels varied. Shane was not convinced that the migration agent contributed enough to the process to justify the cost. Daniel was happy to leave the entire intra-company application in the hands of an agent and was satisfied with the results. Hilda indicated that she was dissatisfied with the performance of her immigration lawyer. Barry expressed confidence in his lawyer successfully representing him in his application for an intra-company visa to the United States. The use and role of immigration lawyers and migration agents appears to be an evolving issue and was earlier identified and discussed in the management implications portion of this paper.

The findings of document three were corroborated by the findings of document four. However, the case study analysis, which examined the emergent factors identified in document three, did not always confirm or dismiss the findings of the preceding documents. As an example, document three identified significant differences in the **processing times** between the intra-company transfer systems of the subject countries. Similarly document four

identified significant differences in the satisfaction
levels amongst human resource professionals when evaluating
the **speed and predictably** of the respective countries when
processing intra-company transfer visas. On these
particular issues, the findings of documents three and four
were not supported by this case study research.

There are several possible explanations for this. Firstly,
the employer and migration agent may have managed the
transferee's expectations about **processing times**
sufficiently as to ensure that there was no dissatisfaction
about the process. Secondly the entire application process
may be masked by the organization's human resource
department so that any issues with the **processing times** and
expectations are transparent to the potential intra-company
transferee.

Conclusions

At the outset of this document three research objectives
were identified.

The **first objective** sought to establish how intra-company
transferees experienced the regulatory processes of the
four destination countries in this study.
This objective was addressed in the **Case study results
cross-referencing document three and four** section. The case
study interviewees' experiences were cross referenced
against the emergent factors that were identified in
document three. Although the case studies themselves could
not establish any generalizations, they did meet the
objective of establishing how individual transferees
experienced the intra-company process.

The **second objective** sought to establish correlations between the way an individual experienced the intra-company transfer system of the subject countries and the institutional perception of these intra-company transfer systems.

This objective was also addressed in the **Case study results cross-referencing document three and four** section. Some of the emergent factors and institutional perceptions identified in the previous documents were corroborated by the case study participants while others were not.

The **third objective** of this research was to contribute to current management practices.

This objective was met in the **Implications for managers section**. Issues such as self-selection, self-guided transfers and flexpatriation were identified and discussed.

The research conducted in documents three and four served as a precursor to the case study analysis performed in this document. While there were overlaps in the broad methodologies, the three documents took unique research approaches. Document three was similar to the case study analysis in that they both relied on a qualitative approach. Document three's hermeneutic methodology allowed for an analysis of the available documentation whereas this document relied on case study methodology. Document four used a quantitative approach to survey human resource professionals. Both document four and this case study research relied on interaction with individuals, something that document three did not.

More important than the methodological overlap in these documents is the overlap of research findings. Document four built on the research findings of document three. And this case study research ultimately built on the findings of both documents three and four. The findings of documents three and four were used in a triangulation approach which, as described by Yin, is suitable for using multiple sources of evidence (2003, p.97). The triangulation of multiple pieces of research, where different methodological approaches focused on the same research phenomenon, contributes to a more holistic and contextual picture of the research material (Ghauri and Firth, 2009).

This case study research shifted the focus from an institutional approach to an individual approach. Document three looked at the official policies established by the governments of the respective countries to regulate the inflow of intra-company transferees. Document four surveyed the organizations' perception and satisfaction with the different intra-company processes. Both of these documents considered the intra-company process from an institutional perspective.

Flyvbjerg observed that case studies should be considered to be an evolutionary approach to research (2006). The implication being that case study research, as a methodology, is an evolutionary science. And those researchers should be willing to allow their application of case study methodology to evolve within a single piece of research. This flexible approach was put into place during

this research project. Several re-evaluations of processes and methods were applied in the data gathering stage.

The data triangulation process did not always result in precise research findings. There were emergent factors identified in document three that were validated in the case study research. But there were other emergent factors that resulted in more ambiguous research findings, this was not unexpected. Case study methodology, as Flyvbjerg indicated, is an important tool in the generation of hypotheses, meaning that it sometimes creates more questions than it answers (2006). Similarly the case study research process did not produce any broad generalizations. As Yin observed, the generalizations that develop out of case study research are applicable to the research propositions that launched the research rather than being applicable to the entire research field (2003). The research objectives or propositions outlined at the onset of this research sought to investigate the intra-company transfer process at the individual level. Additionally it sought to establish a correlation, if any existed, between this research document and documents three and four. Lastly it sought to contribute to the management process by identifying current trends. These objectives were met within this document.

The choice of research methodology in this document was validated by the outcomes of the research. As predicted, case study methodology did not generate the broad level of generalization that is associated with the quantitative research. However case study methodology did allow for individualized examinations of specific intra-company

transfer circumstance. This detailed look at a few particular transfers allowed for the generation of theoretical propositions.

This researcher found the case study research method satisfying. It offered a human perspective to a research subject that had previously been institutional and anonymous. The participants in the study were by and large pleased with the outcomes of their intra-company transfers and brought a positive tone to the research process. The survey research approach utilized in document four can stand in sharp contrast to the approach applied in this document. The Survey methodology required limited interaction with the research participants. Whereas the case study analysis allowed this researcher to speak openly with participant and explore aspects of the research topic that were not addressed in the documents three or four. This research process, which used case study subjects that are currently on intra-company transfers offered a glimpse into the current state of the intra-company and expatriate world.

Specific findings of the case study research are identified in the 'findings and discussions' section and the 'management implications' section. However this research can conclude that the intra-company transfer process works successfully. The eight case study research subjects succeeded in their transfers despite some minor setbacks and complications. Many of the transferees are still employed by their sponsoring employers indicating an additional level of satisfaction with the intra-company process.

Although this is the final research deliverable required for this doctoral program, it does leave the door open to future research. This could include studies into the length of intra-company transfers and the success of these assignments. Another peripheral topic of interest to this researcher is the issue of permanence. This case study identified several respondents that embarked on an intra-company transfer with the idea of using it as a tool to establishing a permanent presence in their new country. It would be interesting to determine whether there is a link between self-initiated intra-company transfer requests and transferees intentions with regards to permanent settlement. Based on the case study interviews it appears that some transferees strive to obtain a permanent status which allows them stay in their new country without being linked to a specific employer. This phenomenon of permanence would seem to be a potential negative to the employer that sponsored the intra-company transferee. Whether such employers cooperate with employees in the process would be another potential research topic.

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Doctorate of Business Administration

Document six

The Nottingham Trent Doctorate of Business Administration program, a retrospective

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Background

The importance of education was instilled in me at an early age by my parents and grandparents. My formative years were spent in Pretoria, South Africa where I attended public school and a public university. In 1993 I had the opportunity to move to the United States and work as a computer programmer for Software AG. This was initially intended as a 18 month assignment but it is now 17 years later and I am still living in the United States. I met my wife in Iowa where we both worked at a toy factory. For the past 15 years I have worked in the Information Technology division of TIAA-CREF, a large financial services company that provides pension products to Universities and other Academic institutions. I started with TIAA-CREF in New York and moved to the Denver office 12 years ago.

TIAA-CREF is an organization that is involved in the academic sphere and as such has been a proponent of ongoing education. They encourage employees to further their studies. I took advantage of their generosity and completed a MBA at Regis University and an M.S. degree at the Business School at the University of Colorado. The Information Technology Industry has been good to me over the last 20 years but I ultimately found my self wanting to move in a different career direction. I was not looking for a move away from business or from information technology per se, but rather into a less technical business consulting role.

TIAA-CREF told to me that they would not fund any education beyond a master's degree. They wished me well with any

future academic undertakings but they would not finance any of my future academic endeavors.

The search for a program

The University of Colorado in Denver seemed like a good starting point in my quest for a suitable doctoral program. Unfortunately the selection of PhD programs at their business school was limited to Information Technology. This was not a realistic option as I was trying to move away from the information technology industry not embrace it further. Another option in Colorado was Regis University but they did not offer any doctoral programs. Colorado has three other national universities that did offer PhD programs and had AACSB accreditation; they are the University of Colorado at Boulder, The University of Denver and Colorado State University. However none of these three offered a part time PhD. Studying fulltime was not a viable financial option.

I realized I may have to expand my search to include a distance learning option. There are a variety of for-profit universities that were established in the last decade. These include the likes of the University of Phoenix and Cappella University. I decided against these universities as I felt uncomfortable with the concept of a for-profit university and the newness of these institutions.

This was the point where I started looking at programs based abroad. I have maintained an international focus in my career and my studies and it seemed logical to continue with this approach. I started with my Alma Mater, the University of Pretoria. After several futile attempts to

contact them I moved on to the University of Cape Town where I was met with a similar non-response. The next logical step was to consider countries that were English speaking and reasonably accessible from Denver by air travel. I shifted my focus to business schools in Canada, the United Kingdom and Ireland. After some research it became evident that the Doctorate of Business Administration (DBA) was a popular part time option in the United Kingdom and other parts of Europe. I easily identified ten non-residential DBA programs in the United Kingdom alone. All of them required an element of travel that could be accommodated in the limitations of my yearly vacation allowance. Denver has two airlines that offered direct flights to London.

Being unfamiliar with the British educational system, I decided to identify some parameters that I felt were important and decided on a program choice based on these considerations. Cost was a factor; the program should be priced so as to allow me to pay for it out of my current income without taking loans. Meeting times and frequency were also important. The ranking or academic standing of the University and the program were also important considerations. For this I consulted the Guardian and the Times University rankings as well as the Research Assessment Exercise which evaluates the academic research quality of British universities. Lastly I was interested in the universities level of responsiveness and engagement to my queries. I would be participating in the program from afar and would be relying heavily on electronic communication.

The Nottingham Trent University (NTU) DBA program emerged as a well priced, reasonably ranked program that had conveniently scheduled cohort meetings. Most importantly, Emily Ramsden was very responsive to my queries as was Colin Fisher, once he became involved in the process. As a side note, Emily's traditions of effiecency and responsiveness were continued by Angela Doyle.

I also considered the Leeds Metropolitan doctoral program but it was poorly ranked in the league tables. The other programs that I considered were at the University of Manchester and The Henley School of Management.

The search process took about a year and coincided conveniently with the start of the NTU DBA Program. I initially had some hesitancy to the concept of a DBA versus an academic PhD program. But after some reading I realized that the DBA might be a better option for me as it was geared towards the working professional who was looking to expand their consultancy skills.

Planes, trains and automobiles
My travels to Nottingham to attend the DBA cohorts have been an adventure, for the most part a pleasant one. They have included a combination of planes, trains, buses and rental cars. I have developed an appreciation for direct non-stop flights and conveniently located hotels. My family accompanied me on two of my trips to Nottingham. On these occasions we combined the NTU trips with side trips to Malta and Cornwall. With the exception of the one cohort trip where I flew in to Manchester, all other trips involved transiting through London. A direct flight from

the United States to the East Midlands airport would have
been convenient but this combination does not currently
exist.

The cohort meetings
The benefit of the cohort meetings came in two forms, there
was the introduction to the course administrators and the
program itself and then there was the interaction with the
other DBA students. Our cohort changed in membership along
the way, this was due to people leaving the course entirely
and other cohort members who joined the course from other
NTU DBA cohorts. I was surprised to see that there were
other cohort members that were traveling significant
distances to Nottingham. These included a member who
traveled from Zimbabwe and another who traveled from the
United Arab Emirates. There were also two other Americans
in the cohort, although they were both based in Europe. I
was the only transatlantic traveler and I soon realized
that I was probably going to be the only cohort member who
was suffering from significant jetlag at every meeting.

The cohort meetings were well organized and informative.
They were arranged in such a way as to prepare the DBA
student for the upcoming document deliverable. The
presenters at the cohort meeting focused on specific
aspects of the research process and used examples and case
studies to illustrate the different methodological
approaches. The meetings were two days in length and held
on Thursdays and Fridays. This arrangement allowed me to
take a Tuesday evening flight out of Denver arriving in
London or Manchester on Wednesday morning. I would then

make my way up to Nottingham on a Wednesday evening and leave Nottingham on the Friday evening.

Our cohort group usually went out to eat on the Thursday evening after the cohort meeting. This allowed us to converse in a non academic environment. It was on these occasions that I became aware of the impressive and diverse backgrounds that my fellow cohort members came from. As a group we represented both the public and private sector and worked in many different industries.

The document deliverables

Colin Fisher and the other DBA staff had impressed upon us the importance of coming to the first cohort meeting with a conceptual research subject. This idea would in turn be crafted into a **proposal document** which would establish an outline of what we planned to research for the rest of the DBA. I realize in hindsight that establishing the proposal up front was to some extent an exercise in naivety. My knowledge of research methodologies and viable approaches to research were limited. Despite this, the construction of the proposal document turned out to be a very useful exercise. It obligated me to understand the DBA process and consider upfront what sort of research I would be undertaking. While my research methodologies evolved from what I originally outlined in the proposal document, many of the core ideas and approaches remained consistent.

My research topic covered issues around intra-company transferees. The scope of the research seemed too broad and I decided to limit it by restricting the research scope to intra-company transferees that migrated to Australia,

Ireland, the United Kingdom or the United States. The proposal document was submitted and approved by my supervisors clearing the way for the rest of the research process.

Document two of the DBA program required students to conduct a comprehensive **literature review** of the academic and published data in the research subject area. Many of us in the DBA program needed a primer on what constituted good academic literature and what were considered acceptable sources and where such documents could be found. The second cohort meeting familiarized us with the NTU Library and Learning Resources (LLR). We were also acquainted with the online LLR facilities. There were a few in the cohort that took advantage of the physical library facilities at the University but for some of us the opportunities to borrow textbooks and review physical documents at the LLR library would be limited by geographic location. The online LLR facility served as an excellent starting point. We were also given access to the Athens Academic Archives which allowed us access to some documents that were not available on the LLR system.

My research topic concerned the issue of expatriation, specifically intra-company transfers. I started my literature review using these search terms. The results were overwhelming and I soon realized that I would have to streamline the search process and sift through the results to identify the most relevant literature. I also enlisted the help of Lexis-Nexis to identify recent newspaper and trade publication on the issues of intra-company transfers. In hindsight I realize that I focused too much on current

contemporary articles at the exclusion of older academic articles. This benefited my research by establishing a good understanding of the current trends and developments in expatriation and intra-company transfers worldwide. The downside was a limited representation of the historic research surrounding the research topic.

I also attempted to frame the entire literature review using an analogy of classical fiction, or at least what I considered classic fiction. The idea was to frame the literature review in the context of an expatriate story. To do this I explored the premise of the book 'Pascali's Island', a narrative set in Greece where Basil Pascali, a Turkish expatriate is tasked with spying on the Greeks by his employer, the Ottoman Empire. Whether my mix of classical fiction and contemporary literature worked is debatable. But what was becoming evident after the completion of the literature review was the importance of using strong literature resources regardless of their vintage. My supervisors approved my literature review on the first submission. However they noted the importance of my progression in academic writing and indicated that a higher standard would be expected in later documents.

Document three required the DBA students to conduct a piece of **qualitative research**. The relevant cohort meeting prepared us for the research requirements and gave us some ideas about qualitative research methodologies. While most of my fellow cohorts embarked on a research approach that required direct interaction with research subjects, I decided to adopt hermeneutics as my research methodology. The upside of my methodology choice was that I would not

have to identify, schedule and process individuals for an
interview. The downside was that hermeneutics is a complex
methodology that requires a solid understanding of
qualitative research.

Hermeneutics is a clarification process that is used to
extract meaning from historic and religious texts. I was
attempting to examine the intra-company transfer
regulations of the four research subjects and establish
meaning and commonality between the different sets of
regulations. My first task in document three was to explain
what hermeneutics was and justify why it was a suitable
research methodology for the task at hand.

There is no shortage of literature on the hermeneutic
research methodology. A lot of it pertains directly to the
usage of hermeneutic and religious texts. But there is a
more contemporary school of hermeneutic studies referred to
as statutory hermeneutics which is used in legal academic
research. I used the statutory hermeneutic approach as a
key motivator for my choice of research methodologies.

My first attempt at document three involved a motivation of
the research methodology and a report on the results of my
research. The document was starkly divided into two pieces,
firstly the methodology section and secondly results of the
application of the hermeneutics process on the respective
regulatory systems governing the intra-company process.
Document three was submitted in this form. My supervisors
failed the document and referred it back to me. There were
several concerns, firstly I had missed the point that not
only did I need to explain the methodology being used but I

also needed to demonstrate and explain how it was applied in the current research. I had not linked my methodology to my results. Secondly I had discussed hermeneutics without referring to any of the major scholars in the field. My methodology discussion needed to include references to the noteworthy scholars in the field of hermeneutics.

The fail and referral of document three was an awakening for me. It was an opportunity for me to reflect and decide whether I wanted to continue with the DBA process. After deciding that I did in fact want to continue I realized that the reworking of document three would require a three month Apollo project on my behalf. My supervisors were correct in their criticisms of my approach. Additionally I came to realize that I had erred by not submitting a draft of document three to the supervisors prior to the final submission. Had I done this, I would have realized the shortcomings of the document and addressed them before the final submission.

After three months of reworking and submitting a draft to the supervisors, I had what I felt was a viable piece of qualitative research. I had defended my research approach by incorporating major and minor scholars in the field. The linkage between methodology and the hermeneutic process was explained in the context of the research at hand. I decided to make a few additional changes to my document layouts at this point. These included abandoning the heavy indexing approach that I had taken in earlier documents. Instead I adopted a headings-only approach to the document layout. In addition I decided to arrange the document in a two column format similar to what I had seen in journal articles.

The changes were successful and document three passed on second submission.

The whole process surrounding document three served as an important milestone in my academic development. I came away from the experience with stronger writing skills and a broader understanding of expectations for future documents.

Document four required us to conduct a piece of qualitative research. This presented an exciting challenge to me. I had always enjoyed numbers and statistics. My qualitative deliverable was a survey based research piece that solicited responses from human resource professionals at major organizations. I did a lot of reading about good and bad survey practices and expected response rates. There are several reasonably priced online survey tools that offer relatively sophisticated products. Based on industry rankings, I managed to narrow my survey tool choice down to Zoomerang and Survey Monkey. These were the industry leaders despite their relatively informal names. I ultimately went with Zoomerang as it seemed to have a better statistical tool attached to it.

The survey design itself was a great experience. The tool was easy to use and produced a sophisticated online survey. My next step was to set up a database of human resource contacts at international organizations. I started building the database of the Forbes and Fortune magazines' global companies list. This identified all of the companies based in Australia, Ireland, the United Kingdom and the United States. I also used the Software top 100 list and a ranking

of major Non-governmental organizations to compile the database. The arduous task of tracking down e-mail contact details for these organizations started. This was a painstaking process, some organizations offered contact details through their corporate website, others offered a query web page that could be completed and others offered nothing at all. After some time I managed to assemble a decent sized database and submitted my survey to the human resources professional.

The response rate was low but within the parameters of industry survey norms. The truth is, many organizations have a policy against participating in unsolicited surveys. Some even stated this in their replies. Fortunately the response rate was high enough as to allow for statistical analysis. I selected two statistical tools to evaluate the survey results for statistically significant data responses. The Chi-square and Kruskal-Wallis tests both confirmed the statistical significance of the results of the survey. I used Minitab for the statistical modeling. It turned out to be a simple yet impressive tool that was easy to use.

Conducting the quantitative research in document four was a satisfying process. Quantitative data has specificity that qualitative lacks. Before starting the DBA process I would almost definitely have considered myself a quantitative rather than a qualitative researcher. However I have since reconsidered this stance realizing that there are benefits to both approaches.

With **document five** looming I recognized that I would have to make a choice of whether to continue with my current quantitative approach or return to a qualitative approach. Documents three and four both had an institutional research focus. It seemed like Document five offered the opportunity to move to an individual approach to the research. The next decision would be whether to follow a quantitative approach, perhaps using survey methodology again or using a qualitative approach. I decided to go with a qualitative approach and used a case study methodology in Document five.

Document five would have to incorporate or at least build on the findings of its predecessors. Document three had identified a series of factors or issues that are part of the intra-company transfer system. Document four had gauged the satisfaction level with the respective intra-company transfer systems at the institutional level. Document five would take these emergent factors identified in Document three and the satisfaction levels established in Document four and integrate them with the results of the individual case studies.

I committed myself to a lot of reading about case study methodology. Robert Yin seemed to be the dominant author in the field. Reading about and documenting of case study methodology allowed to me to develop a personalized approach. It was in effect a hybrid of Yin and other researcher's case study methodologies.

The next step was the actual tracking down of intra-company case study subjects, people who had participated in an

intra-company transfer to Australia, Ireland, the United
Kingdom or the United States in recent years. I used an
opportunistic approach which essentially meant I started
with friends, moved on to acquaintances, friends of friends
and so on. I did eventually find enough case study subjects
but the process took longer than I had anticipated. The
actual interview process itself was rewarding. After all
this time researching the policies and surveying
organizational satisfaction levels it was refreshing to
actually hear from an individual about their personal
experiences.

Document five was also satisfying because it established an
element of closure as well serving as a capstone to the
entire research process. The NTU DBA program requires that
students continue with a particular research topic
throughout the DBA process. This approach creates
continuity and establishes a level of connectivity that
would have been absent had the research documents been
unrelated. The downside of the approach is that if once a
student chooses a research subject it is difficult to
change course. I have wondered, knowing what I know now,
whether I would have chosen the same research subject. Of
course this is the ultimate hypothetical question.

Resources

As I discussed earlier, the NTU LLR facility was a fine
starting point in the research process. The Athens Academic
Archives offered some documents that were unavailable
online at LLR. I also used Google Scholar which is a useful
tool for identifying academic articles. There were
circumstances where I identified journal articles I wanted

to use on Google Scholar and then accessed them through Athens.

The Denver Public Library also proved to be an effective resource for text books and electronic journal articles. The Denver Library is also part of the Colorado Prospector Library System, a network of libraries that allow patrons to do interlibrary loans. Other libraries in the Prospector system included the University of Denver and the University of Colorado libraries. I was able to track down all the textbooks required for my research through these combined library systems.

Supervisors

The supervisors in the DBA program are assigned based on the subject matter of the DBA proposal. My proposal was in the broad academic field of human resources and organizational management. My supervisors, Yvonne Carlisle and Ken Kamoche are both established scholars in these business areas.

My primary contact with Yvonne and Ken has been via e-mail and telephone. I also had the opportunity to meet with them several times during my cohort visits. Their assistance and guidance has been integral in my progress to date. Their feedback has been accurate and constructive, even if it was not always what I wanted to hear. I feel fortunate to have been assigned supervisors who have been responsive and helpful.

Ethical approval

I was fortunate in that my document three approach did not require an ethical approval form as I was using publicly available data for my research. Document four was a different matter, I planned to survey respondents and the NTU wanted assurance that there would be no breach of confidentiality. The application for ethical approval for document four was laborious and complex. But I am pleased to say the process has since been streamlined and the ethical approval process for document five was significantly faster and simpler.

My study approach

My undergraduate and masters-level graduate studies consisted mostly of course work. Working on long-term academic deliverables was a new concept to me. Working towards deadlines and milestones is something I am familiar with thanks to the 20 years that I have worked in the information technology industry. I have tried to apply the same time management philosophy to my DBA deliverables.

My DBA Study schedule was in competition with my career and family time. My work demands over the past few years have been decidedly 'peak and trough' and I have had to schedule my DBA study time accordingly.

I adopted a somewhat relentless approach to getting the DBA completed by undertaking to work on some aspect of the program every single day. This meant sometimes doing something as small as identifying and printing out a journal article. This persistent approach had the distinct upside of keeping the DBA at the front of my mind even when

there was other pressing work or family priorities. I divided the DBA document deliverable into sub-deliverables which I managed as individual pieces of work. For example, I would plan to identify and document the methodology I intended to use by a certain date. I would also organize with my supervisors in advance for a specific time when they would be able to review a piece of a document. Academic calendars and corporate calendars are different and I had to plan accordingly.

I also tried to keep in touch with other DBA student in the cohort between meetings. This was a useful way of keeping motivated and exchanging ideas.

Thanks

My family has been patient with me in all my academic endeavors and for this I thank them. Doing a program like the NTU DBA means that there will always be less time for other things in ones life. I have tried to minimize the impact of this on my family.

There have been several other NTU DBA students that have been supportive of my research and I was, in some cases, able to reciprocate by contributing to their research. The DBA program staff has been equally supportive and responsive.

I also owe my parents thanks for instilling in me the value of education.

What's in the future?

I anticipate that this will be the last formal academic program that I participate in. There may be a day where I continue with academic research but I doubt that it will be part of a formal program. My immediate focus after the DBA completion will be on my current career in information technology. My long-term plan is to transform my vocation in the direction of business consulting. To do this I need to find a good way to combine my information technology knowledge with my academic research skills.

Advice to others

I would recommend the NTU DBA program to other budding consultants and academics. The program is flexible enough to allow students a choice in their selection of research subject while still being structured enough to keep a student on a time schedule.

Conclusion

It seems like all the previous DBA deliverables have had a conclusion so I see no reason to break the mold in this one.

Participating in the NTU DBA program has been a satisfying experience. My decision to enroll in a program based on a different continent did complicate things. But ultimately the geographic difference contributed to the value I derived from the program. I was exposed to a different educational system and a diverse group of cohort members.

I would recommend the DBA program to professionals that are looking to expand their careers into business consultancy

or possibly some area of academia. The program can be completed in a three to four year time frame. Personally I would recommend treating the program as a part-time year-round endeavor. This effectively means daily attention to the program throughout.

Lastly, I would once again like to thank the Nottingham Business School for presenting and administering this program.