

TURNING COMPLIANCE INTO CATALYST

The THEME Framework for Agile Immigration Management

At the 2025 Weichert Workforce Mobility Client Strategy Summit in Phoenix, Arizona, Newland Chase—named Weichert’s 2025 Supplier of the Year—joined a dynamic conversation on overcoming immigration compliance challenges in global mobility.



*Ray Rackham, Co-Chair of Newland Chase, took part in a panel discussion with mobility leaders Saloni Lakhani (Associate Director of Global Mobility at Kimberly-Clark), Kristin Faison (Senior Global Mobility Program Manager at Autodesk), and Janet Markle (Senior Vice President, Client Relations at Weichert), and were joined by 40 mobility practitioners from around the world. Together, they co-created a strategic, adaptable model for navigating today’s complex immigration landscape: **the THEME framework**.*

*Born from live discussion and shaped by input from a room of engaged mobility professionals, **THEME** offers a practical structure for embedding immigration compliance into global mobility programs—without compromising agility or experience.*

Industry Context

As global immigration rules continue to evolve at pace, the expectations placed on HR and mobility teams are only increasing. Compliance requirements such as visa renewals, I-9 verification, and documentation management are no longer just technical obligations. They are deeply tied to business continuity, talent retention, and organizational reputation.

While the risks of non-compliance are well understood—ranging from fines and reputational damage to lost talent—the cost of poor employee experience is just as significant. Delays, uncertainty, and lack of clarity can lead to disengagement or attrition, particularly when an international assignment intersects with a pivotal moment in an employee’s personal or professional life.

Mobility teams must therefore balance rigorous legal adherence with proactive, human-centered support. The question is no longer if immigration compliance should be a strategic focus, but how to make it feel less like a burden—and more like a business enabler.

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Janet Markle, Senior Vice President,
Client Relations, Weichert



The THEME Framework

The THEME framework—**Transparent, Holistic, Elevated, Metric-Driven, Early Involvement**—was developed live during the summit as a way to reimagine immigration compliance as a strategic asset.



Transparent

Transparency in immigration management goes beyond staying current with regulations.

It means making those insights visible and actionable across the business. Whether through quarterly business reviews with service providers or specific use of a variety of mobility technology platforms, transparency ensures that visa expirations, process timelines, and case status are not hidden in silos but shared in real time. Policies are no longer static documents—they are embedded in workflows and decision points, designed with the business in mind.



Holistic

A holistic approach recognizes that immigration doesn't occur in isolation. It's part of a broader assignment strategy and must align with goals that extend beyond legal entry. This includes conducting regular internal audits to identify and prioritize compliance gaps—such as employment ratio updates in jurisdictions with foreign worker

limits—and considering permit types that support both immediate needs and long-term plans. Dependant work authorizations, for example, are not an afterthought but part of the initial design.



Elevated

Elevated immigration programs treat the assignee experience with the gravity it deserves.

Beyond the legal process, international assignments are major life events. Mobility teams adopting the THEME framework are embedding regular check-ins, tailoring support to diverse family structures, and ensuring dual-career considerations are acknowledged. Even the most advanced systems cannot replace the need for empathy and tailored communication.



Metric-Driven

Metric-driven strategies empower mobility teams with valuable insights. By tracking

key performance indicators such as approval rates, refusal trends, data access requests, and RFEs, organizations can transition from reactive case management to predictive planning. When paired with strong data governance, these metrics give the business tools to evaluate risk, manage resources, and shape future policies.



Early Involvement

Finally, early involvement of partners is essential. Too often, immigration planning occurs downstream, when key decisions have already been made. THEME emphasizes involving HR, legal, finance, HRIS, and business leaders at the earliest possible stage, ensuring job titles, compensation, and assignment scope are aligned from the start. This also includes partnering with expert advisors like Newland Chase to validate decisions and strategy, particularly as legal landscapes grow more complex.

Practical Applications of THEME

Organizations applying the THEME framework will see improved agility, stronger compliance posture, and a more unified mobility experience, using technology at its core to not only elevate but also enable. For HR and mobility leaders, it becomes easier to align internal teams and external partners around clear expectations, while providing stakeholders with timely and accurate information.

Whether preparing for a high-volume seasonal deployment or managing niche executive moves, THEME provides a flexible structure that scales with organizational maturity. Smaller programs benefit from early-stage clarity and cross-functional alignment, while larger programs gain the ability to benchmark performance and drive continuous improvement.

Most importantly, mobility teams gain the confidence to act—not just in pursuit of compliance, but in support of business momentum.

The Newland Chase Perspective

At Newland Chase, we view immigration compliance not as a barrier, but as an opportunity to unlock global mobility. The THEME framework reflects this mindset: combining legal rigor with operational clarity, technology enablement, and assignee experience.

We support organizations from end to end through our industry-leading platforms such as *Immigo* and *Immiguru*, and services including Newland Chase Advisory. Engagements with our Advisory team help companies assess their current programs, close compliance gaps, design policy frameworks, and prepare for both today's risks and tomorrow's growth.

Our global team of legal and mobility experts provides the guidance, structure, and confidence needed to manage complex immigration demands—while keeping the human experience front and center.



As Ray Rackham shared during the summit:

“I have been to many a conference session, but rarely do you get to create a framework in real time, with a dedicated panel of experts and a full room of mobility professionals helping shape and guide the way. The THEME framework is the epitome of real-time innovation, in an area that increasingly needs real-time, rapid responses.”

#WeichertSummit2025