

# Paragon Pulse



## Selection and Retention: Ingredients for a Measurable International Program

February 2008

### Performance Management Measures Needed as International Mobility Becomes More Prevalent

Although International Mobility is more commonplace and expected to surpass the volume of traditional domestic move programs within the next 10 years, none of the companies surveyed have a tool in place to measure Return on Investment (ROI). In addition, a majority of organizations do not have a formal candidate assessment process, career path, and/or assimilation plan designed for assignees.

According to a recent industry survey, 48% of repatriated U.S. assignees leave the company within two (2) years of return from assignment. With relocation costs estimated near three times the annual base salary per year on assignment, greater emphasis should be placed on the human capital. As with any other investment, ensuring proper candidate selection, coupled with a long-term development strategy is paramount.

### Best Practices for Preparation and Repatriation

A Candidate Assessment tool analyzes a candidate and family's suitability along with readiness to take on an assignment, increasing the probability of a successful mission. Further, the tool can create an internal pool of candidates for future international assignments. Once a candidate is selected, the following techniques may be beneficial:

- Clearly define the scope and strategic reasons for the transfer
- Integrate assignees/returnees more effectively onto teams
- Define performance measures specific to the assignment
- Institute a Knowledge Sharing / Networking outlet which communicates lessons learned while on assignment with colleagues
- Establish roles and responsibilities for key populations with regard to career planning and repatriation program



### Survey Participation

February's Pulse data represents a cross-section of results from 11 corporate relocation professionals with international assignment volume in a variety of global locations.

The formal survey was conducted in June 2007.

**Final survey results are included in this document.**



# Paragon Pulse



## Survey Results

February 2008

### What factors are considered when selecting a candidate for a global assignment?

Business Need	91%
Skill Level	82%
Adaptability	55%
Succession Planning	27%
Other	9%

### Do you utilize a candidate assessment tool?

Yes	18%
No	82%

### Does your program include a provision for employee career counseling?

Yes	36%
No	64%

### If career counseling is available, which forms of assistance apply?

Mentor	50%
Pre-planned position upon return	50%
Other	25%

### What forms of assistance are available to the employee upon repatriation?

Employee Assistance Program	78%
Formal cultural reorientation program	22%
Third-party counseling	44%
Other	11%

### Do you have a formalized measurement tool to determine Return on Investment?

No	100%
----	------

Questions or comments?

Email us at [consultingservices@paragonrri.com](mailto:consultingservices@paragonrri.com)  
or visit the News section of our website at [www.paragonrri.com](http://www.paragonrri.com)

