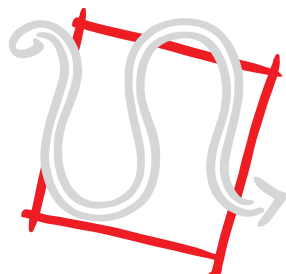


International Assignment Support



International assignments are highly cost- and time-intensive

As increasing numbers of employees are transferred to work in key positions abroad, international assignments represent a growing corporate investment. Each one involves substantial direct costs as well as major inputs of HR management time to handle the myriad details involved before, during and after assignment. Even when employers engage the assistance of outside service providers, these too require careful assessment and management.

So it is essential for HR professionals to install well-managed administration processes to deal with the vital task of supporting expatriates and ensuring assignment success and cost-effectiveness.

Expatriates need support

Research reveals that despite the resources invested, a substantial number of international assignments either fail to achieve their anticipated results or even end prematurely. Why is this?

The main problems seem to arise due to difficulties with family integration, which can be directly linked to a lack of sufficient support. This is another important argument for identifying and delivering effective assignment services providing employees and their families with the assistance they need at every stage.

There is more, however. An astonishingly large number of assignments result in the employee leaving the company shortly before or after returning home. The assignments may have appeared successful, but companies suffer serious loss when expatriates leave. Why does this happen? The reasons can be traced usually to difficult assignment experiences or poor reintegration procedures.

Is there a secret to assignment success?

So what can be done to secure assignment success? As with every complex challenge, thorough preparation, planning and process management at every stage – from initial contract negotiations through to repatriation or reassignment – can contribute enormously to a positive outcome. The right information, services and support must get to the right people at the right time.

Communication is crucial

This in turn depends on a total commitment to communication at every phase of the assignment, involving all the parties concerned: expatriate, family, host and home HR departments, host and home management, and all service providers. Because only continuous communication can guarantee the co-ordination required to manage the assignment process effectively.

The keys to maximizing assignment results

Are there specific issues essential to ensuring international assignment success? We believe the following are among the most important:

- **Clear assignment objectives**

A clear definition of the business objectives of the international assignment is absolutely essential. Employees must understand exactly what they are expected to accomplish, as well as the assignment duration and the company's commitment to supporting them.

- **Comprehensive preparation**

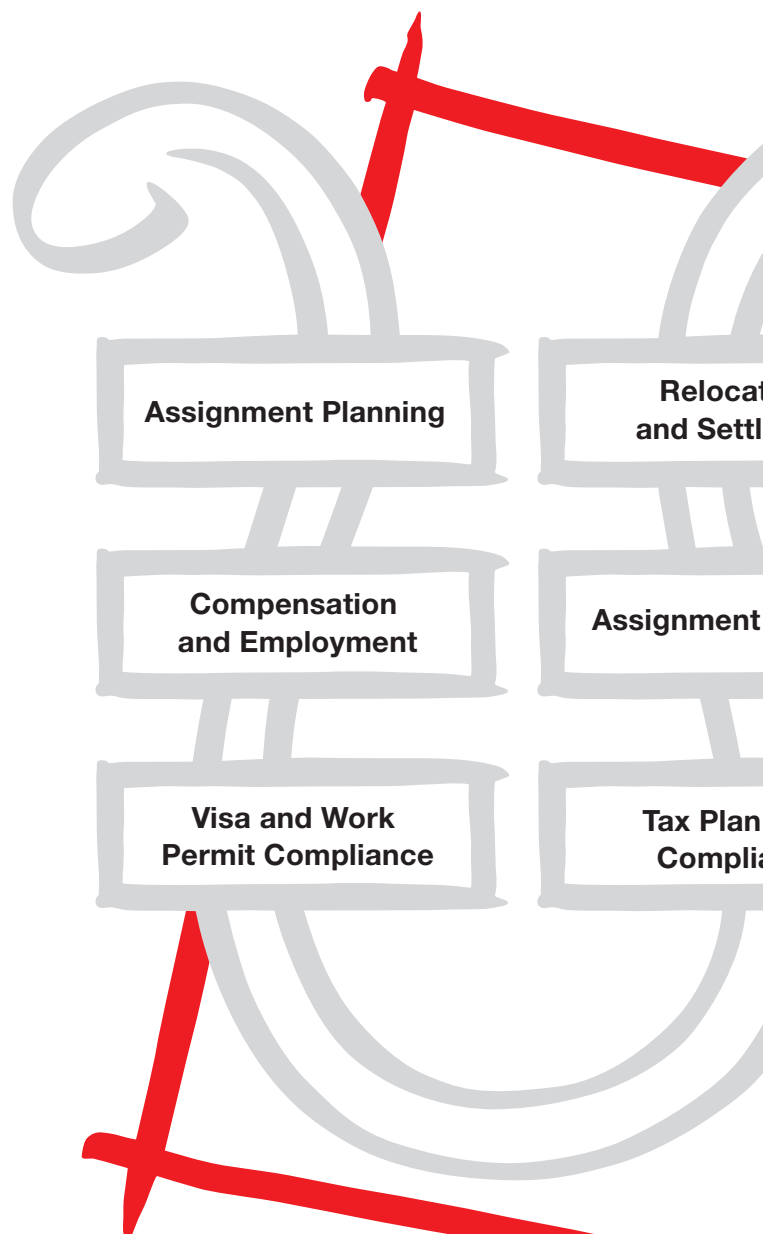
Thorough orientation must be an ongoing process, from first discussions through every phase of relocation, assignment and repatriation. Pre-assignment family visits, language courses, and culture coaching can be invaluable aids to success.

- **Relocation support**

Issues such as home property management, transportation, finding accommodation and schools, visas, medicals, registration and integration into the new community can consume enormous amounts of time. The right support eases and accelerates the process, allowing the newly arrived expatriate to hit the ground running.

- **Managing tax, benefits and compensation**

It is crucial to integrate benefit and compensation elements into the assignment management



process. With taxation a key driver behind these, competent advice on tax compliance, treaties and planning, plus timely tax equalization calculations, avoids expensive surprises for corporations and employees. Similarly, payroll procedures, charging, and social security totalization issues must all be handled seamlessly within the assignment process.

- **Careful repatriation or reassignment**

To ensure that the knowledge and contacts so expensively gained on assignment can be used

by the expatriate's corporation rather than acquired by the competition, careful career planning, particularly on return, is absolutely crucial. Given the complexity of issues and procedures involved, it's no wonder that many major multinationals, as well as smaller international companies, seek specialist help for assignment management.

ASN's expert knowledge and experience helps you achieve your assignment goals.

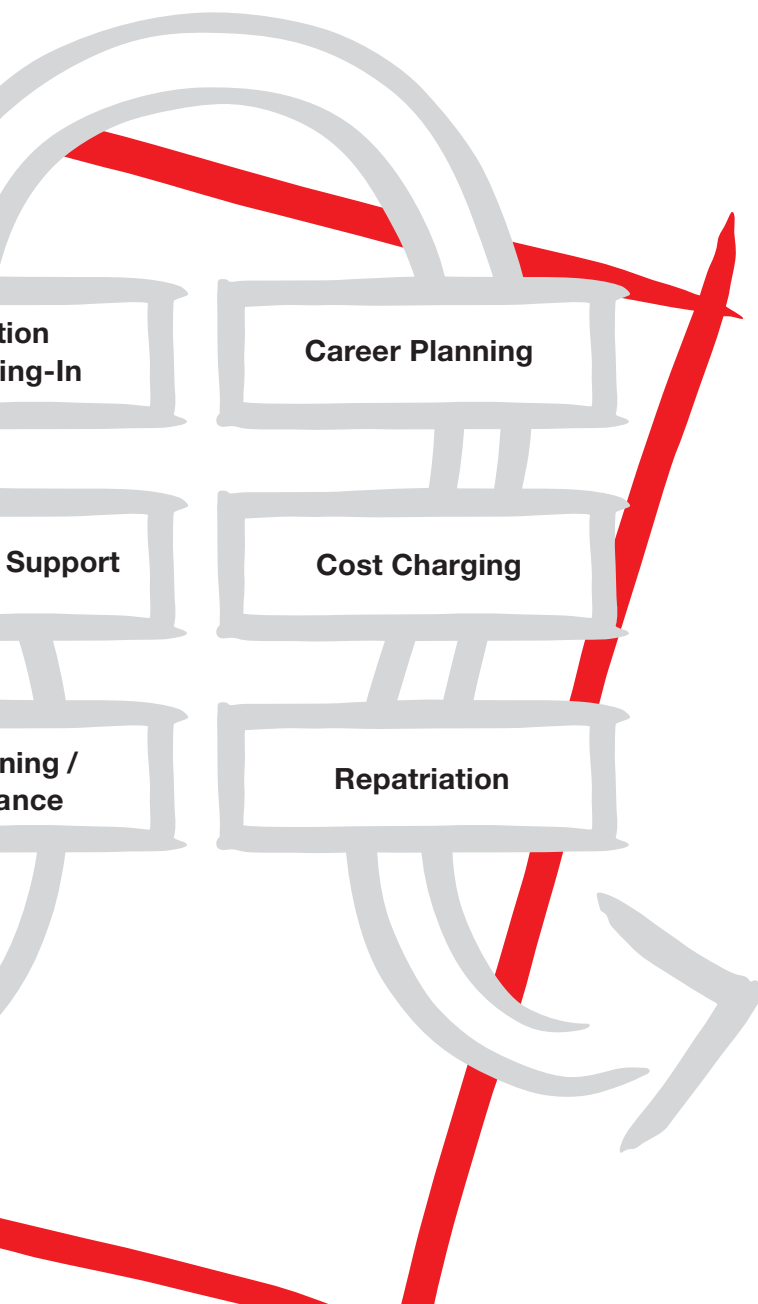
We provide assignment management support

ASN's highly qualified team assists HR professionals with international assignment planning and administration at every level and at every step along the way: from recruitment and selection, through preassignment preparation, to assignment, and repatriation or reassignment.

We also arrange for direct support and services to be supplied to transferred employees and their families, and manage the entire process behind this.

ASN's comprehensive services cover every aspect of assignment:

- Assistance in the planning and implementation of assignment processes and support services.
- Assignment management and administrative support including services to complement and support your HR team.
- Vendor management through reviews of purchasing practice and service delivery, plus achievement of cost savings through co-ordinated buying.
- Employee and family support through selecting and organizing suitable preassignment, guest country and repatriation services, and co-ordination of service delivery.



We will assist you throughout the process

Depending on your requirements, we will make a careful initial analysis of your current assignment management policies and practices, and a thorough evaluation of your needs.

We will work closely with you to confirm that your procedures are optimally designed for efficiency and effectiveness within the international HR management context. And we will help you to seamlessly integrate your benefit and compensation systems within the assignment management process. We also ensure that your service providers are carefully selected and managed, achieving improved results and reduced costs wherever possible.

ASN's consultancy services enable the special needs of your internationally mobile personnel to be addressed in every case. We can help arrange the support they need wherever they are located. We also provide you with extensive outsourcing services, including assistance with evaluating assignment success.

You can be confident of cost-effective and efficient service in every case.

Our programs are customized for your needs – from assistance with assignment management policies and systems, to reviews of current arrangements, to help in finding new service providers, and administration of particular procedures.

It's your call

Are you satisfied with your international assignment success rate? Do you need help rationalizing your systems to reduce the amount of time you and your staff spend on this demanding area? Perhaps you require specific assistance with particular assignment tasks?

Whatever your objectives and requirements, ASN will work with you to achieve the results you seek.

Contact us to discuss how a mandate to ASN can improve your organization's international assignment success.

Definitions

Definitions of internationally mobile employees are as varied as their needs. We have used the following terms in this brochure:

Short-Term Transferees Employees temporarily assigned to work abroad for a period of 2–12 months.

Expatriates Employees transferred from their home country to work for up to 3–5 years in another country. Also known as transferees or assignees.

Glopats Globe-trotting international employees who complete one foreign assignment after another. Also known as international cadre or globalists.

Third Country Nationals (TCNs) Transferred employees for whom neither the country of the corporation they were hired by, nor the country in which they are working, is their own country of origin.

ASN AG

Bederstrasse 49
 CH-8002 Zurich
 Telephone +41 043 399 89 89
 Telefax +41 043 399 89 88
 Email info@asn.ch
 Internet www.asn.ch