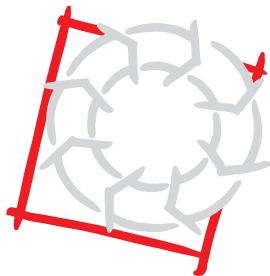


International Human Resources Management



International HR Management is a growing responsibility

As international business expands, demand is growing for the right people in the right place at the right time. Although many of these requirements can be met through local employment, multinational companies face an increasing need to fill management and specialist positions using international personnel.

Globally active companies today use mobile employees ranging from permanent transferees, Glopats and Third Country Nationals, to Short-Term Transferees and frequent fliers. Whatever the arrangement, management of this internationally mobile workforce is an expanding HR responsibility.

Complexity increases with internationalization

HR professionals in international organizations are confronted with multiple sociocultural, legal, fiscal, economic and political differences between the countries they cover. These variations have a profound impact on employment practices, compensation and benefit structures, performance management, and many other HR activities.

This is why international HR Management is so much more complex than purely domestic HR. Recruitment, development, compensation and personnel retention across multiple countries is highly demanding. Managers need effective international strategies and procedures for this, whether dealing with internationally mobile employees or macro-managing a global workforce.

International assignments create the leaders of tomorrow

With increasing globalization, multinational organizations also look to HR to develop the inter-

nationally experienced leaders crucial for future success. International assignments are clearly the most effective way to form tomorrow's top management. So it is vital to know who to select, and how to develop and retain them.

But no matter whether international assignments are used to develop future business leaders or to solve one-off problems, the consequences and costs of poor management are always unacceptable.

International HR Management covers multiple responsibilities

There are an enormous number of issues involved in international HR Management. Here are just some of the essential elements to be confronted:

- **Assignment policy**

Does your organization have an international assignment policy seamlessly aligned with your HR and business strategies? Does it accurately reflect your company organization and culture? Is it based on sound data? Does it match industry practice and comply with employment and tax laws?

- **Assignment cost planning**

Do you know, and can you control, the true cost of managing, preparing, compensating, developing and supporting international personnel?

- **Candidate selection and development**

Are you confident that you have the best assessment and selection procedures in place to identify personnel with the greatest potential for development and success?

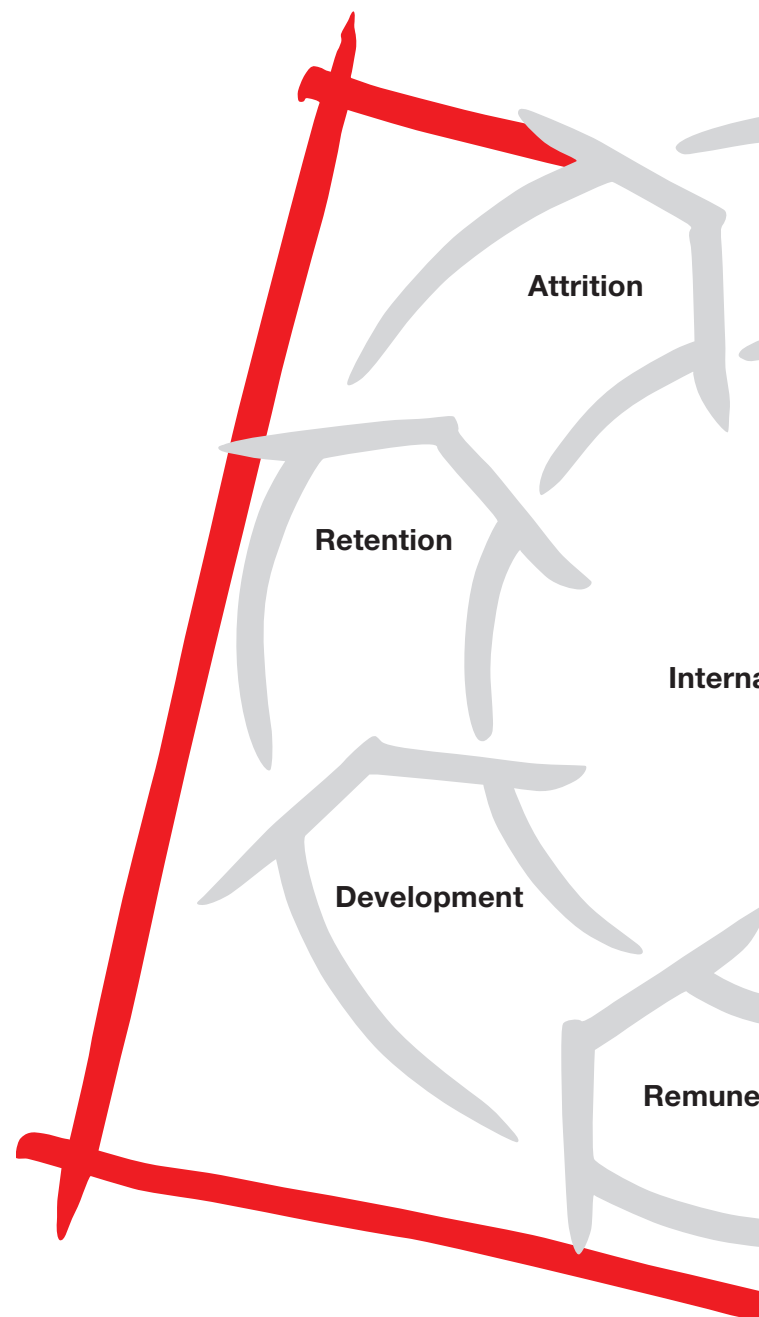
- **Contract documentation**

Do your international employment and assignment contracts fully comply with your policies

and employment solutions? Do they adequately document all assignment terms and conditions? It is vital to accurately specify compensation and benefit details and delivery.

- **Management and administration**

How can the administrative and operational demands of international HR be met without compromising the quality of expatriate support or outstripping the capacities of the HR team? What is the best way to manage the 24/7 demands of a global workforce? Add to these issues the chal-



allenges of international compensation, payroll and tax administration, employee benefits, relocation management, career planning, dual career couples and family support, and there can be no doubt that expert assistance is essential.

ASN provides specialist services to the international HR team.

We supply the support you require

ASN's portfolio of specialized advice and services supports HR professionals managing in-

ternationally mobile workforces. Our know-how extends from strategic planning and implementation through handling every stage of the employee life-cycle. In addition, we provide administrative and operational services specific to this complex area.

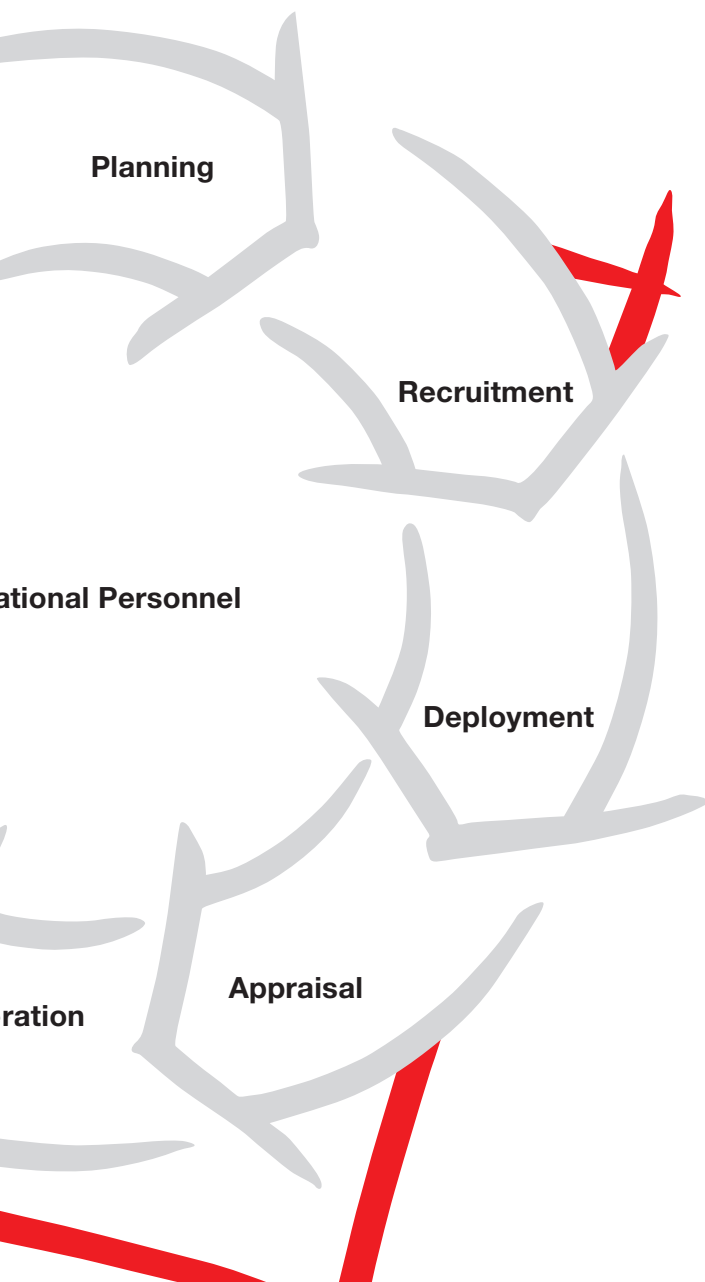
International HR Management invariably involves responsibility for managing compensation, employee benefits, and assignment support. Every one of these is a service line in its own right, since it addresses major issues and challenges. ASN also provides services and support in all other areas of international HR Management.

ASN's comprehensive services for international HR Management:

- Support in the design of a comprehensive, effective and sound international assignment policy.
- Development of your employment and assignment contracts and alignment with your assignment policy and employment solutions.
- Reviews of total assignment costs and identification of cost-saving opportunities.
- Assistance with structuring processes and tools for international HR Management including recruitment, retention, development and payroll.
- Support in the selection of candidates for international assignments through the organization of tests and assessments.
- Outsourcing of your administration in order to relieve you of time-consuming procedures.
- Help in developing and implementing e-solutions for international assignment management.

We assist you to maximize success

Many larger companies have an HR organization for international personnel and are expe-



rienced in international HR programs and processes. They usually require specialist audits or assistance with addressing strategic business issues.

Smaller companies, or those moving people into international markets for the first time, often seek assistance with establishing policies and handling a wide range of HR requirements in an international context.

Whatever your issues, ASN will work closely with you to define your exact requirements. We will ensure that your procedures are optimally designed for efficiency, and carried out effectively. We will help you to integrate your benefit and compensation systems, and your assignment support procedures, with the international HR management process.

Our goal is always the same: to help you use international HR Management to gain a competitive edge for your organization.

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's services are customized for your needs

Whether you require comprehensive assistance to set up international HR management policies and systems, reviews of current arrangements, or administration of particular operations to reduce the burden on your HR team, ASN is ready to support you. With a guarantee of highly cost-effective and efficient service in every case.

It's your call

Do you have access to the information you need to manage international HR? Are you faced with new HR-demands requiring additional instruments or tools? Do you require specific assistance with particular tasks?

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

Contact us to discuss how ASN can assist your international HR team to maximize its contribution to corporate success.

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