

Measuring ROI of an International Assignment



To determine the value of an international assignment, HR must analyze spend against weighted factors.

Set goals and objectives for each assignment, and make these quantifiable whenever possible

- > If the assignment is for developmental purposes, did the assignee build on skills and knowledge as expected?
- > If the assignment is for skills transfer, where the skills transferred appropriately?
- > If the assignment is to train local staff to eventually replace the expatriate, was this done effectively?
- > If the assignment is project based, where the objectives reached in the time frame allotted?
- > If the assignment is to start a new operation, were revenue and other targets reached in the projected time frame?

Review performance appraisals conducted during the assignment

- > If home and host country managers participate in the review, how did they rate the assignee against goals?
- > If 360 reviews are conducted, how did co-workers and subordinates rate the assignee on a variety of measurements?
- > If a promotion is offered, was this the result of performance while on assignment?

Analyze business plans and performance to plan

- > If plan goals reached, how did the assignee contribute?
- > If goals not attained, was assignee responsible?

Read employee satisfaction surveys

- > If the assignee is generally satisfied with the work environment, what factors contributed to this rating?
- > If the assignee is not satisfied with the work environment, what factors contributed to this rating and how can the organization change?
- > If the assignee indicates a feeling of disassociation with the home country, how can this be improved?

Look at retention rate upon repatriation

- > If the assignee remains with the company after repatriation, was the employee placed in the appropriate position?
- > If the assignee remains with the company after repatriation, did the company show appreciation for the overseas assignment?
- > If the assignee leaves the company, what can be learned about how to better plan for return?
- > If the assignee leaves the company, does this reflect more on the process of returning rather than the assignment?