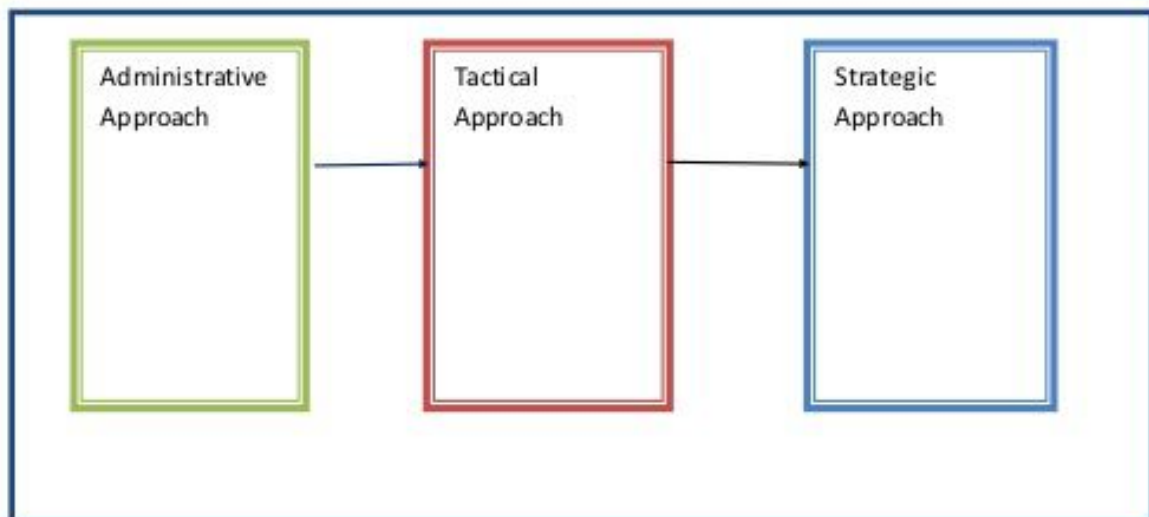




Strategic HR issues in Global Assignments:

◆ Approaches to sending employees abroad:

An organization can use several different approaches in managing the process of sending workers abroad. These are as follows:



The detailed information of these approaches has been given below:



Administrative Approach:

- ✦ An administrative approach involves merely assisting employees with paperwork and minor logistics.
- ✦ For example, hiring movers, ensuring that taxes are paid, and obtaining a work visa for the employee and travel visas for family members.

Tactical Approach

- ✦ A tactical approach involves managing the risk or failure factor.
- ✦ For example, handling the administrative paperwork while also providing limited, usually one-day training for the employee.
- ✦ This approach does only what needs to be done to prevent failure.

Strategic Approach

- ✦ A strategic approach to global assignments, involves much more support and coordination.
- ✦ In addition to those items previously, strategically managing such a process would involve adding extensive selection systems:
 - Ongoing
 - Integrated training
 - A specific performance Management System
 - Destination Services
 - A strategized repatriation program at the end of the assignment



Steps of strategic HR issues:



1. Establish specific purpose for assignment
2. Select appropriate employee for assignment
3. Organizational and individual purposes for assignment must be identified and matched
4. Assesses adaptability to host culture of both employee and any family members who will be accompanying employee
5. Provide appropriate training for employee and family members
6. Simultaneous training should be conducted for headquarters staff

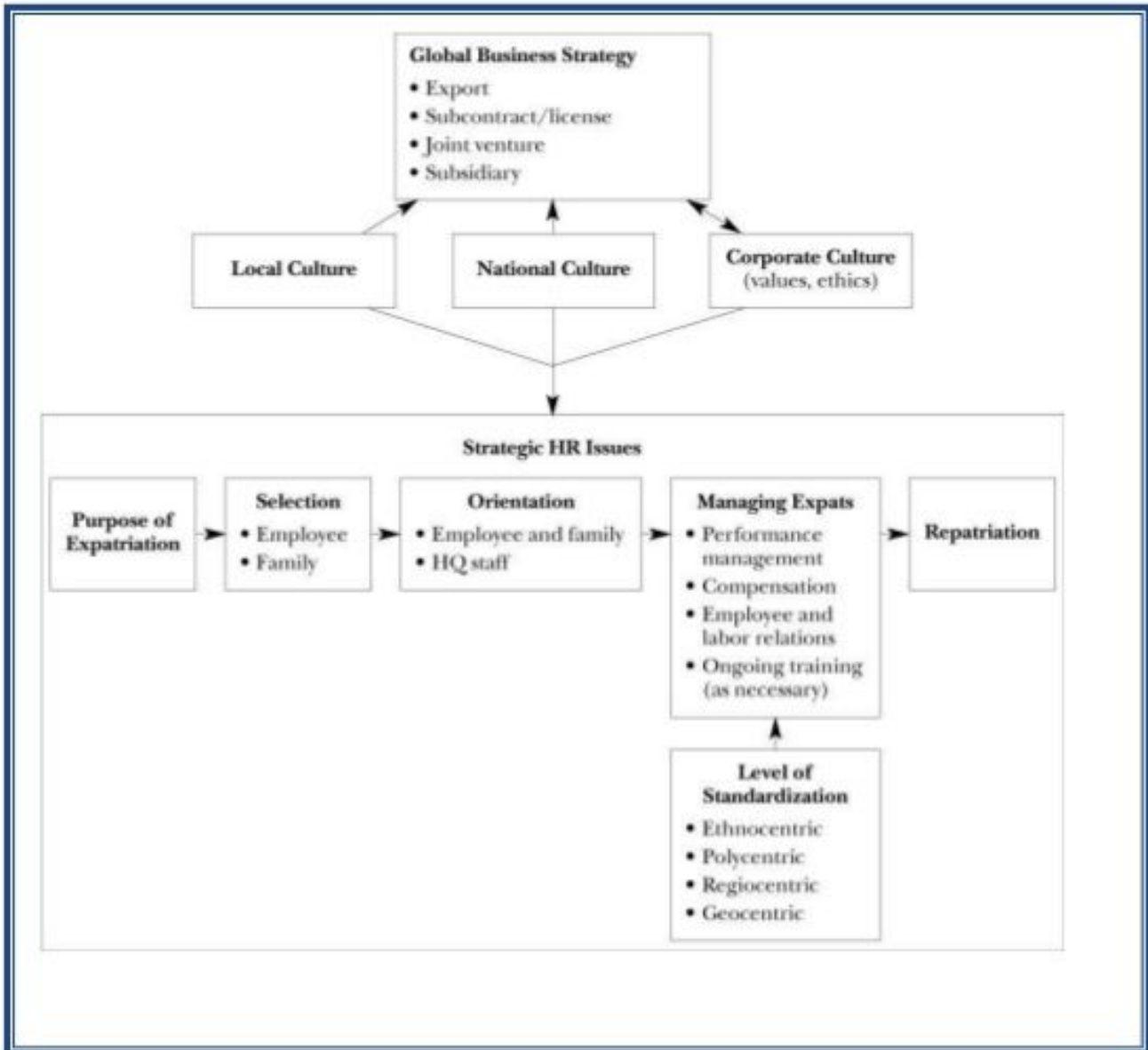
1. Establish specific purpose for assignment

The first step in the strategic management of global assignments is the establishment of a specific purpose for the assignments. There may be numerous reasons for the assignment, including:

- Business or market development
- The setup
- Transfer
- Integration of information technology
- Management of an autonomous subsidiary
- Coordination or integration of foreign with domestic operations
- A temporary assignment to a vacant position
- Development of local management talent



Exhibit 14.2 Strategic HR issues in global assignments





2. Select appropriate employee for assignments

- After the purpose of the assignment has been identified, the process of selecting an appropriate employee for the assignment can commence.
- Much as there is an organizational purpose for the assignment, there should also be an individual purpose for the assignment.
- An employee could be chosen for and accept an international assignment to prepare that employee for a top management position, develop further skills (technical or interpersonal), or allow an employee to follow a dual career spouse/partner.

3. Organizational and individual purposes for the assignment must be identified and matched

- The assignment needs to be conceptualized as a win/win proposition.
- There should be clear articulated gain for both the organization and the employee as a prerequisite to success on the assignment.

4. Assesses adaptability to host culture of both employee and any family members who will be accompanying employee

- After an appropriate individual has been identified, it is important to assess the adaptability to the host culture of both the employee and any family members who will be accompanying the employee on the assignment.
- The most common reason for failure on an overseas assignment has to do with adaptability skills rather than technical skills and is usually a consequence of the adaptability of the employee's family to the host culture.



- Among the areas that an organization will need to assess the following criteria:
 - ✦ Technical abilities of the employee;
 - ✦ Adaptability;
 - ✦ Willingness;
 - ✦ Motivation to live overseas;
 - ✦ Tolerance of ambiguity;
 - ✦ Communication Skills;
 - ✦ Patience and openness to differences in others;
 - ✦ Willingness to interact of both the employee and accompanying family members.

5. Provide appropriate training for employee and family members

- Once an employee has been selected for the overseas assignment, the organization then needs to provide the appropriate training for the employee and family members.
- The initial training should begin at least six to nine months to the start of the assignment.
- Longer training periods will reflect the need to learn language skills necessary in the host country.
- Prior to departure, the employee and family, if possible, should be allowed a trial period living overseas.
- Although this may involve significant costs, it should be viewed as an investment, the cost incurred for such a trip will be much less than the monetary, political, and reputation – damaging costs of a failed overseas assignment.



6. Simultaneous training should be conducted for headquarters staff

- While the employee and family are being trained, simultaneous training should be conducted for headquarters staff, which will be supervising and /or interacting with the employee who is abroad.
- Clashes between local culture and headquarters are common on overseas assignments, and headquarters personnel should be provided with some sensitivity training.
- Sensitivity training will:
 - ✦ Help headquarters staff understand how and why local decisions are being made;
 - ✦ Allow them to give the expatriate employee the necessary support and empathy while keeping the expatriate informed as to what has been happening at headquarters.

The principles and practices of general human resource management apply with few a few additional concerns. These are shown bellow: