

# Repatriation Career Management

## Transitioning In/Within

### Close to 40 percent of international assignees who return home voluntarily leave the company within three years.\*

One of the biggest concerns shared by international assignees upon return is the suitability of their next job and how it impacts their long term career development. Between the challenges of “out of sight, out of mind” and the difficulty of finding the right job from a significant distance, oftentimes the talent you have invested in so significantly ends up in a role where the company is not fully benefiting. We see that learnings acquired on assignment are not properly utilized, and repats find themselves in positions that are ultimately not the right fit for them in their careers.

And when they leave you, where do they usually land? At your competition, of course.

If there was a cost-effective way to help repatriating assignees manage their careers on assignment and find better-fit internal jobs, what would that be worth? Just think of the potential productivity and recruiting savings . . .

We already know that immediate ROI of developmental assignments is low, and that the real value of such an assignment is often uncovered much later, in the long-term results that experience brings. Therefore, retention of this group is key. And even if a positive ROI is obtained on the assignment, there is still tremendous value in retaining such high-performing talent.

This is an age-old problem, no stranger to corporations; however a formidable solution to this challenge has not surfaced until now. Historically, the best thinking on this issue was to appoint a home and host-country mentor. Unfortunately, mentoring relationships often fall apart due to lack of commitment to the shared goal.

IMPACT Group has overcome this challenge with a new Repatriation Career Management program that utilizes innovative integration of the benefits of one-on-one coaching support, paired with a technology-driven e-marketing campaign, allowing for enhanced communication and ease of execution designed to increase retention post-assignment.

### The Need

- 20 percent of respondents cited an increase in expat attrition in 2010 compared to 2009\*
- 2/3 of organizations reported that they have no formal repatriation strategy linked to career development and retention\*\*
- North American-headquartered companies continue to have the largest loss of expatriate employees in the two years after their repatriation \*\*\*

### The Benefits

- Minimize post-assignment attrition due to lack of career planning/support while on assignment
- Achieve significant ROI (productivity, knowledge transfer, leadership acquisition) by utilizing newly developed talent

\* Brookfield Global Relocation Trends Survey, 2010

\*\*Global Mobility Policy and Practices Survey Cartus/Primacy, 2010

\*\*\* Ernst & Young Global Mobility Effectiveness Survey, 2010

IMPACT Group Repatriation Career Management program ensures maximum ROI from your international assignment by ensuring knowledge and skill growth obtained by returning talent is best utilized.

## IMPACT Group's Repatriation Career Management Program Process:

- Upon embarking on an international assignment, an individual selects approximately six career advocates who will receive regular updates on the progress of the assignment and the assignee's contributions.
- Quarterly one-on-one phone sessions with a career management coach will help the assignee craft a statement of accomplishment for the previous quarter which the advocates will receive electronically.
- During the final year of the assignment, the assignee receives an updated resume and coaching on how to most effectively engage in and manage an internal search.
- Meanwhile, the advocates and other influencers receive a consolidated description of the assignee's key accomplishments relative to the goals of the assignment and ideal role upon repatriation.

The combination of coaching and a technology-driven, automated process results in a consistent e-marketing campaign with key influencers that keeps the old adage, "out of sight, out of mind" from truly taking shape. The program helps ensure employee alignment and retention upon employee return – allowing your organization to fully benefit from each and every international assignment investment.

### Managing every phase of the employee life cycle



**As The Transition Expert,** IMPACT Group has the expertise and experience to help your organization manage every phase of the employee lifecycle. For more information, please visit us online at: [www.impactgrouphr.com](http://www.impactgrouphr.com).

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