

## EMPLOYEES MOTIVATED BY RESPONSIBILITY

**Global** – Promising employees more responsibility is three times more likely to motivate them than monetary rewards.

A recent global survey by ESI International, of more than 3,000 governmental and commercial training managers, found 59.6% of respondents believed employees were most motivated by increased job responsibility. Only 20% said monetary rewards were more efficient.

The second reward most often used to motivate employees was performance reviews. ESI suggested leaders consider rewarding staff by “offering ‘moments’ that instil pride” such as lunch with the CEO. It adds the timing of the recognition, such as during a company-wide meeting, is often more important than the reward.

Companies also need to be more committed in engaging employees to apply what they have learnt during training in the workplace. While two-thirds of the respondents believed their organisation has a formal process to help staff transfer at least 25% of their training knowledge onto the job, a majority of them could not justify that claim.



Additionally, 58.8% said their “primary method” of measuring the estimated transfer of knowledge was through informal feedback or “just a guess”.

Raed S. Haddad, senior vice president of global delivery services at ESI International, says there are “striking contradictions” in how organisations think they are providing adequate support in learning, yet they lack proof to back up estimates.

Of more concern, two in five respondents said only between half to all of the knowledge

employees acquired during training was applied on the job. ESI suggested companies design a follow-up plan and use post-training tools to monitor staff progress.

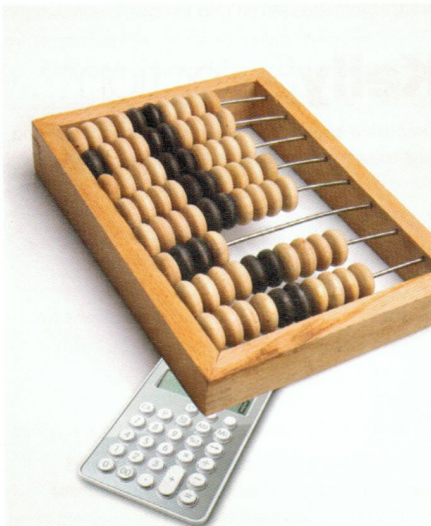
The top three tools used to track progress of staff applying knowledge to the job are designing training programmes around business needs (60.7%); establishing specific goals between the trainee and manager (49.3%); and linking specific activities to outcomes (40.9%).

Haddad says employees must be made aware “the application of learning is a priority for management”. This can be done by aligning training with company strategies and motivating employees by setting expectations for learning programmes.

“This is a key pre-training strategy to measure trainee performance against agreed upon standards.”

The top three strategies necessary to transfer learning are: trainees have the time, resources and responsibility to apply learning (30%); manager support (23.8%); and the instruction approach simulates the work environment (21.8%).

## ASIAN EXPATS MOST RELIABLE



**Asia Pacific** – Nearly half of expatriates from Asia Pacific have generally been good performers and are better behaved on overseas assignments, compared with global counterparts.

The latest Global Assignment Policies and Practices 2011 report from KPMG found 45% of organisations in APAC have never pulled out or dismissed their expats from their assignments because of poor performance.

This is significantly higher than 27% in the US and 21% in Europe. Only 45% of 42 respondents have lost 5% or less of their Asian employees because of performance issues.

Yet, of more concern, 30% said they do not know why their employees chose to leave within 12 months of returning from their assignment.

The tendency for returning expatriates to quit is high with 36% leaving their organisation because of “a lack of appropriate job after repatriation”.

Globally, nearly two-fifths of 503 respondents do not have any provisions or tools to assess an employee’s suitability for an international assignment. More than half (56%) said the line managers or HR team would determine the employees’ suitability.

Slightly less than 10% of respondents would use external or employee self-assessment. With only 5% implementing formal assessment processes in place, this is a concern because many companies are missing out on information that could help pinpoint why some global assignments fail.

Only a fifth of global respondents establish individual goals for employees embarking on an overseas assignment; two-thirds use the same performance indicators as those used for local staff, while 15% do not set any objectives at all.

However, 38% of companies from APAC are less likely to think international assignments will be more frequently used in the next five years. A fifth even said global mobility would become less significant.

However, respondents in the US (44%) and Europe (45%) felt global assignments will increase in usage. Yet a third do not have an emergency plan for their expats in the event of a crisis.

Globally, the energy sector is the most prepared for an emergency, with 47% having prepared evacuation plans and emergency assistance services for each host country.

The technology sector is the least prepared, with 40% of companies working without a specific emergency plan.

The average length of international assignments	
Six to 12 months	3%
One to two years	17%
Two to three years	52%
Three to four years	19%
Four to five years	6%
More than five years	3%

Source: KPMG’s Global Assignment Policies and Practices 2011