



Remobilization Checklist

12 categories of checkpoints for HR teams as we prepare to remobilize after the Covid-19 Lockdowns

#remobilizationcheckpoints

Covid-19 has undoubtedly impacted the way your business operates and how you think about employees moving for work in the future. The way your organization manages the crisis and adapts going forward will determine your competitive advantage for years to come.

Benivo created the Remobilization Checkpoints to help your global mobility team plan for life post-lockdown. Many leading companies have already started working on their Remobilization strategy as a top priority. And if we can help, just let us know.

Use these categories and checkpoints to secure your seat at the table as your company plans for the new normal. Please feel free to share this document with your teams and colleagues to help build a remobilization strategy that best fits your organization.

Each category offers the strategic questions you should be asking and using to drive your planning. Check off each as you review with your team:

1. Business model

What changes (if any) are likely to happen in your business strategy/model and how would this change impact the mobility needs of your organization e.g. more near-shoring, use of contractors/ flex force etc-what impact would this have in the :

- Short term-next 3-6 months?
- Longer term-Beyond 6 months?

2. Policies and process

- The COVID-19 crisis will have “stress-tested” your policies as never before. Looking back, do you need to revisit any of your mobility policies or processes as a result?

For example, do you need to reconsider COLA, per-diems, eligibility criteria, coverages, deductibles, localizations, emergency planning , healthcare coverage, spousal support etc

- When was the last time you reviewed your policies? Do they look fit for purpose in today’s environment?
- Are you likely to change your policy benchmarking standards?

3. Immigration and Visas

- Post lockdown there is likely to be a backlog of visa applications and a real logjam in dealing with immigration authorities worldwide. Have you got a strategy in place with your immigration adviser to ensure you can fast-track any business critical visa applications when the time arises?
- How are you going to prioritize internally which applications should be sent first to your immigration adviser?
- Have you drafted an internal communication plan regarding immigration to ensure the business units know who they can send where and when?
- Do you have up to date records of where your assignees are and when their visas expire? Have you all the information available to renew visas on a timely basis?
- Do you understand the implications if visas expire during lockdown or when there are limited flights available?
- Are you expecting protectionist government policies to be applied for the jurisdictions you deploy talent in and how do you intend to handle such issues?
- Are the restrictive decisions likely to result in fulfilling the needs more locally? Any impact seen on the domestic relocation front?

4. Taxation

- Post COVID-19 there may be a reluctance to travel and a greater focus on working from home. Have you explored the potential tax consequences of employees working from home where home is in a different tax jurisdiction? Have you considered issues around personal tax, payroll, VAT and permanent establishment?
- Do you understand the risks of stranded business travellers triggering tax residency rules or conversely the tax ramifications where assignments are terminated early?
- How are you communicating the tax implications on any changes in work arrangements to senior leadership and to line managers?

5. Cost Containment

- As the world likely slips into recession, pressure will be on program costs like never before. Have you considered how cost can be taken out of your program for example by reducing allowances, increasing deductibles or redesigning policies?
 - You can also reduce costs by replacing high-cost traditional assignments with low-cost lump-sum or core-flex programs. Now may be the time to revisit your cost containment strategies.
- Have you reviewed your vendors network to identify cost cutting opportunities?
- Costs can also be reduced by going digital. Have you considered replacing labour intensive processes with digital alternatives? (for example, digital destination services, cheaper payment processing, removal of on the ground support)
- Lastly, perhaps the easiest way to cut assignment costs is simply to have less assignees. Have you reviewed your assignee profiles to determine which assignees are highest cost and which are most business critical?
- Are there opportunities to switch from assignments to localized payrolls?

6. Duty of Care

- Duty of Care will be an inevitable focus if you move assignees into COVID-19 hotspots. Have you liaised with your in-house or external lawyers to understand the duty of care implications on knowingly moving someone where Coronavirus is prevalent?
- Do you understand the Duty of Care implications for business travellers especially those going through busy airports or public transportation systems?
- Do you have a system in place to know where are your employees or assignees at any given time?

7. Healthcare and Insurances

- Have you reviewed your international healthcare and insurance policies? It is likely that new exclusions will have been introduced to limit Covid-19 related claims.
- Do you understand your new policies and the cost implications of any changes?
- Have you educated your assignees so that they understand how to best access local health-care providers both for routine problems and in case of emergency?

8. Employee Experience

- Many employees may now be reluctant to go on assignment and this challenge may be amplified if cost pressures result in less attractive packages. What steps can you take to enhance employee experience while keeping careful control of cost?
- Go digital - a mobility experience should be as good as a consumer experience. Are you assignees frustrated from using too many vendor platforms? Do they need to fill the same information over and over again? Can this be solved?
- Some solutions (such as Benivo's Digital Destination Services and Pay Later funding plan) can offer an enhanced employee experience at a fraction of the cost. Have you looked at some of the innovative vendors to ensure that you are up to speed with the industry trends?
- Are there other ways you can enhance employee experience for minimal cost - for example by creating the feeling of welcome with communication plan and internal resources?

9. Travel

- There will undoubtedly be travel restrictions for many months (and possibly years) in some locations. Airlines may practice social distancing and flights may become more expensive. Some airlines may go out of business. Have you reviewed your business travel program to understand which trips are really essential?
- Have you considered working with your business travel colleagues to establish a "traffic light" system for which trips are most essential and which can be reasonably deferred?
- Have you considered which assignments/business trips could be conducted virtually if travel restrictions continue in the medium term?

10. Communication

- The key to again good mobility policy is communication. In the current environment this is now true more than ever. Have you reviewed your assignment letters and policy documents to ensure that they are “friendly” and enhance rather than detract from employee experience?

Tip: If you have not already done so, we suggest you liaise with your employee communication colleagues to make assignees letters as user-friendly as possible. It may also be a good time to look at embedding information videos in your online platform.

Tip: The Benivo platform is famous for being incredibly user friendly for assignees and we have the net promote scores to prove it. Please contact us for a demo if you haven't seen the platform in action.

11. Implementation Strategy

Remobilization will undoubtedly be centre-stage in your company over the coming weeks and months. Now is the time to get ahead of the curve and to pro-actively design your future policies and programs in a post-Covid world.

- Do you have a remobilization strategy in place?
- Have you liaised with all your providers (esp immigration, tax and RMCs) to agree long-term solutions and short-term work-arounds?
- Have you discussed strategic imperatives with your mobility team and senior leadership both in HR and in your business units.

12. Internal mobility operating model

- Do you anticipate changes in the way the internal mobility team operates? Is it likely to become more strategic or more operational?
- What additional data/metrics/process improvements would help add value to the business
- Would the changes entail an evaluation of “make vs buy” discussion on mobility in-house/outsourced services

The Covid-19 crisis caught the world by surprise. Don't be caught out again when the rush to remobilize happens. Prepare now to be ready for the global mobility's new normal. And if we at Benivo can help, do feel free to contact us (at no expense to you).

Stay safe. Be prepared.

From everyone at Benivo