

Business decision



Commercial feasibility review

Considerations

- Is there an ongoing need for the assignment?
- Does the impact on the market, economy or business unit warrant the continuation of the international assignment?
- Can, or should, the role be continued from home — a virtual assignment?
- Where is the assignee's line manager working from? Is the line manager home working in the host location?
- What will be the working dynamic?
- Will there be shift patterns introduced?
- What are the cost impacts of COVID-19 on the assignment?

Outcome

A business case generated by the home and host country line managers with sign-off from the business unit lead or managing director (as appropriate) and/or an update or review of an existing, approved cost estimate

Accountability

Sponsoring line manager

Revised cost estimate

Considerations

Global mobility should revisit the original assignment cost estimate to include relocation and assignment costs attributed to the pandemic. For example:

- Enhanced medical cover
- Emergency evacuation cover
- Connectivity to facilitate working from home
- Frequent flights (e.g. if the family remain at home)

Outcome

New cost estimate to accompany the business case

Accountability

Global mobility

Governance assessment

Considerations

International travel will require increased levels of scrutiny and leadership sign-off before any travel can take place. To enable an informed leadership sign-off, the following information is recommended:

- Business case from the line manager as to why the assignment should continue/start
- Agreement from the assignee that they are willing to go
- Revised assignment contract terms and relevant costing

The decision should also incorporate latest intel on secondary security impacts — riots, unrest, anti-lockdown protests — that may impact a localised area. Leadership to ultimately determine if it is safe for the assignee to operate in that area. Leadership should include representation from home and host location. If the decision is to not continue the assignment, go to *Terminated assignment* in section 9.

Outcome

Leadership decision on business request to send employee on international assignment

Accountability

Leadership

Notes