

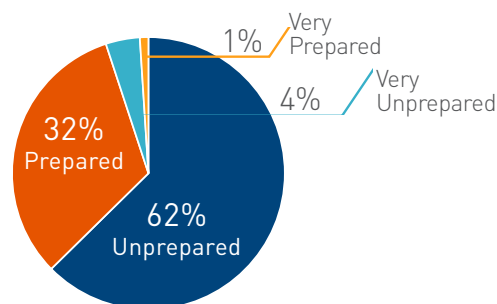
A Crisis-Planning Roadmap for Mobility Leaders

Client considerations during a pandemic or other global crisis

When times of crisis arise, it's essential to create a plan for your assignees and business that guides your immediate priorities, short-term actions and long-term vision. This Crisis Planning Roadmap for Mobility Leaders is designed to help you to identify steps to consider in the event of a global crisis, such as the Coronavirus (COVID-19) pandemic.

In addition to several COVID-19 communications shared on Graebel's [Managing Mobility Through Coronavirus](#) resource center, we have also collaborated with our clients and supplier partners to find out how we can provide additional guidance and tips to help work through this crisis together. In the early days of the pandemic, we also hosted a live webinar titled, [Mobility Strategy: Planning for the Unexpected](#), and took a poll.

68 Mobility professionals responded to the question, **"How prepared was your Mobility function for the coronavirus pandemic?"**



The results of this poll suggests how important it is to have a mobility crisis strategy plan in place. So, to help guide you as you plan for the unexpected, we have compiled some additional top-of-mind considerations from the webinar [Q&A session](#), and several client discussions that we have conducted.

Assessing Your Situation

Many global Mobility professionals like you are at a crossroad with the coronavirus (COVID-19) pandemic. You've addressed the most immediate needs. Now, it's likely you are tackling other critical questions as the outbreak continues and evolves from location to location around the world:

Ensure safety and well-being of assignees and families

Most organizations have completed this important step by now. Temporary actions ranged from swift evacuations to work-from-home arrangements to re-assignment to another, less-affected country.

Determine your criteria for when—or if—a mobile employee returns to assigned location

The “when or if return” answer varies by organization, but all mobility teams can and should focus on balancing their company's culture and duty of care with business continuity requirements. Some good questions to ask yourself and your organization:

- What is the on-the-ground situation and the company's operational plans in that impacted location?
- How long can the business afford to keep an assignee in a temporary situation?
- What is the assignee's personal circumstance and professional development plan?

While these may add more questions to the mix, both your company's culture and business needs must be weighed.



Evaluate travel and other key mobility policies

When a crisis like the Coronavirus pandemic arises, it's important to evaluate key mobility policies and programs. Here are a few that several of our clients are evaluating:

- **Travel Policies:** Monitor the latest travel guidance for all affected areas and review travel policies. Align with any third-party providers and communicate rapidly with business travelers.
- **Intern Programs:** For most companies, in the next few weeks, decisions on how to handle intern programs are expected to be made. We're working with clients as they dig deeper to find out when it's the right time to stop allowance payments and address immigration concerns for having to stay in location longer than originally planned. Resolutions vary from company to company, but many are exploring the idea of virtual intern programs as an option until the COVID-19 crisis subsides. This is clearly an area that mobility teams can help lead an action plan.



Short-term Actions

Since we remain in the midst of the coronavirus outbreak and understand the immense challenges you are facing, here are four practical short-term actions for global companies:

Stick to the facts

Like many of you, we're following guidance from the [World Health Organization](#), [Centers for Disease Control and Prevention](#) and [International SOS](#), as well as local health authorities. Where possible, use these expert sources to guide and explain your decisions. This can help clarify and debunk any misinformation that's causing unnecessary worry.

Communicate regularly

In uncertain times, consistent, regular communication can help reassure assignees that you're monitoring their situation and related implications for them and their families. It may also help retain key talent who may be questioning what's next for them and when.

Flex to address employee needs

As the outbreak continues, companies are reexamining certain HR policies as part of their duty of care.

For example, some are implementing or discussing extended sick leave policies, especially in highly affected or quarantined areas and service-related industries. Be open to solutions for your assignees.

Continue precautionary measures

Of course, most companies have taken preventative steps to ensure employee safety and business continuity. These include non-essential travel restrictions, work-from-home arrangements, meeting/conference cancellations, and making sanitation products readily available in the workplace.

Long-term Planning

How can your program be even more resilient to manage both the company's day-to-day Talent mobility needs, while also planning long-term for another possible global crisis in the future?

Understand and define strategic roles

This involves mobility teams understanding and defining their strategic roles and responsibilities within the context of the larger Talent & HR functions during crisis situations. To effectively set a crisis management plan, mobility leaders can directly impact and support business imperatives and partner with cross-functional teams like HR, risk management, finance and accounting.

A related question posed during our [webinar](#) asks, "How are mobility leaders being incorporated into other business functions during a time of crisis?"

The answers and advice given from our panelists:

- Gathering key info or profiles about assignees, such as: relevant data about where they reside and if they are with a family; how long their assignment is; what special requirements they might have.
- After gathering data, mobility professionals should: scrutinize and analyze it for stakeholders within their organization, provide feedback to them about assignees' profiles, and offer recommendations on next steps to take in time of crisis. Providing additional value from mobility to the organization helps to establish a 'seat at the table' with HR leaders and others involved.

Stay current on evolving and changing needs

To shed light on this topic, this question was also asked during our live webinar: How can mobility teams ensure they are part of the company's risk planning now... and prepare for changes for any future pandemics or crisis?

- Be well connected with the crisis task force, head of security, and to get to know all stakeholders
- Know what the plan is, where it is, and maintain open lines of communication
- Collaborate with Talent and HR leaders on action plans, and ensure that your voice is heard as a mobility expert during a crisis

Update policies, procedures and routinely evaluate

For a crisis management plan and mobility strategy

plan to mesh during times of uncertainty, they should meet the needs of your employees first and foremost, but also be aware of business continuity needs. In this instance our experts and other sources agree:

- Review plans regularly, at least yearly, rehearse your action plan with the company task force
- Know where assignees are – will they need to go home, can they go home, etc.?
- Create a post-pandemic action plan that addresses what your company can start doing now to prepare, including addressing questions like:
 - What possible changes need to be made to your programs?
 - Will extensions of benefits be needed?

In short, identify what your company's crisis and pandemic plan is, how to put it into action when needed, and decide what contributions mobility can provide to help alleviate some of the task force's responsibilities.

While these are some of the important guidelines to consider during times of crisis, we also understand that every client's needs are unique. The Graebel team's methodology is to assess the situation, create short-term steps and guide long-term solutions that will match your individual circumstances.

Please reach out to your Graebel account manager for more information and support.