

Global Employment Requests

Online Approval Process

As a result of the sustained increase in global employment requests, Global Mobility has created an automated approval workflow to manage future requests. The objective is two-fold:

- A clearer approval process, focussing on the roles and responsibilities of each stakeholder in the approval process, including managers to support a better adoption of our policies.
- Digitise and automate all parts of the process with a view to limit email traffic, prevent the risks of loss of information and create an auditable record of actions taken on a case.

To achieve this, we used the Microsoft Office software presently available to us, namely Forms, Power Automate and Lists. With three distinct approval stages (Line Manager, Department's Decision Maker's approval in principle, then final approval following full advice), the key stakeholders are informed via Teams Approvals and email at every step of a request's development to ensure greater clarity. The following provides an outline of this new process and should be read alongside the process diagram in Appendix 1.

Stage 1- Global Employment Request

The line manager, Research Services or the employee themselves can complete a global employment request using [this link](#). Although we did not want to restrict the system too much, we recommend that **the line manager should be responsible for making the initial query** on behalf of the concerned employee, or alternatively the employee themselves but as part of an open conversation with their line manager first.

In this initial stage, a Global Employment Request Form is submitted, where the necessary details of the request are outlined, especially:

- The contract or assignment details
- The individual's details, including their personal circumstances (nationality, current location etc.)
- The business case justifying the investment in an overseas employment structure.

The person completing the form receives a confirmation email on submission. If the form was completed by someone else than the line manager, the form goes to Stage 2 below (Line Manager's Approval). Otherwise, the case moves straight on to Stage 3.

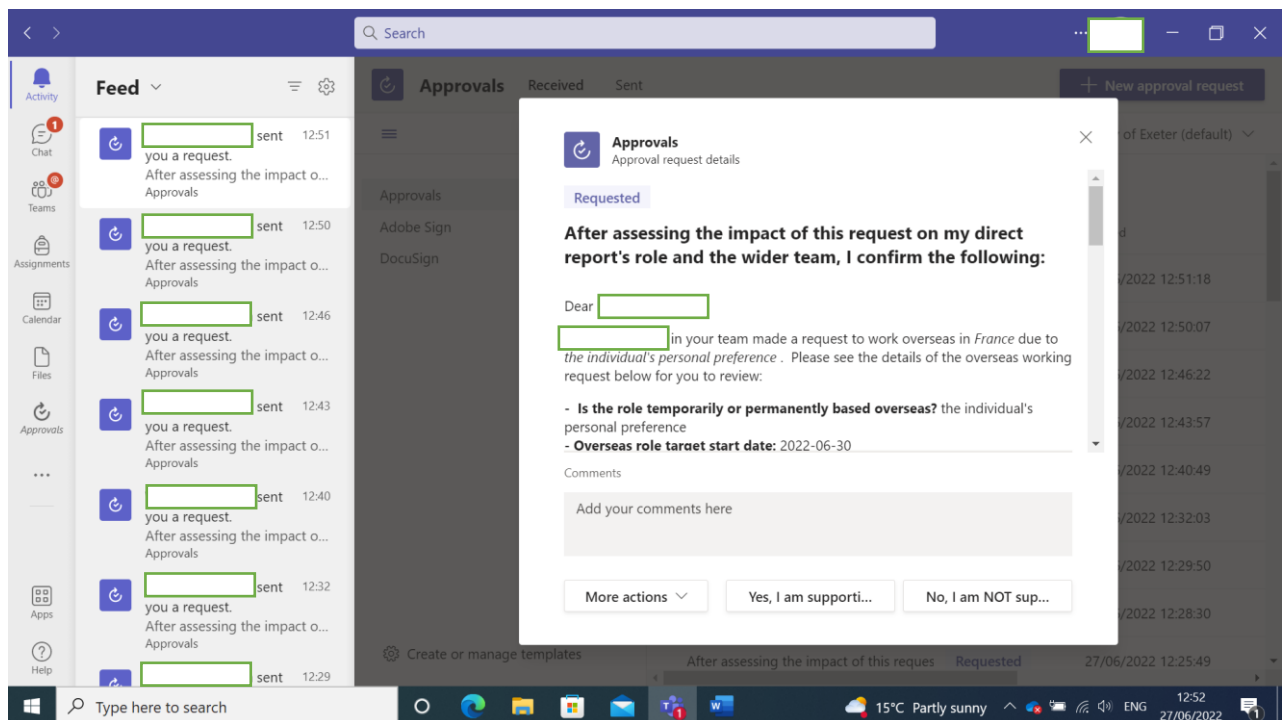
Important note: Line Managers play a critical role in this process. They are responsible for keeping the concerned individual informed of the progress of the query. The individual themselves will not receive any notifications other than the initial acknowledge receipt of their request if they completed the form themselves. The line manager is also responsible for managing the individual's expectations and making sure that no work is carried out overseas until the required approvals are obtained and a compliant employment arrangement is in place.

Stage 2 - Line Manager's Assessment (Approval 1/3)

At this stage, a simple one-click Teams Approval is sent to the Line Manager with an overview of the information submitted by the individual in their request; here, they can register their approval or rejection of the case, along with some comments on their decision (if necessary), whether positive or negative. When this stage is complete, the Line Manager receives a confirmation email.

- **If the Line Manager approves the request**, the case passes on to the next stage.
- **If the Line Manager rejects the request**, the case is closed and is not considered any further. The Line manager is responsible for informing the individual accordingly.

If after two weeks the Line Manager has not responded to the Teams Approval, a reminder is sent to them. If no response is received after one week following this reminder, the case is closed.



Stage 3 - Global Mobility Check

The Global Mobility team receives the initial request and checks the following:

- That the request has received the manager's approval
- That the request is complete → all information in the form is necessary to the processing of the request. Incomplete requests will result in additional delays. It is important to note that the individual's personal circumstances are often critical for the processing of a case. For example, if the nationality or location of the individual is unknown, it may be difficult to obtain an accurate advice on overseas employment.
- That there are no 'red flags' with the request. Typically, a red flag is a situation where, because of the country, the nature of the project or the individual's circumstances, an employment from overseas is not possible.

If the three conditions above are fulfilled, the case is ready to be passed on to the Department Decision Maker for their approval in principle. The Department Decision Maker on global employment requests is typically the Director of College Operations or a designated delegate.

Stage 4 - Department Decision Maker's Approval in Principle (Approval 2/3)

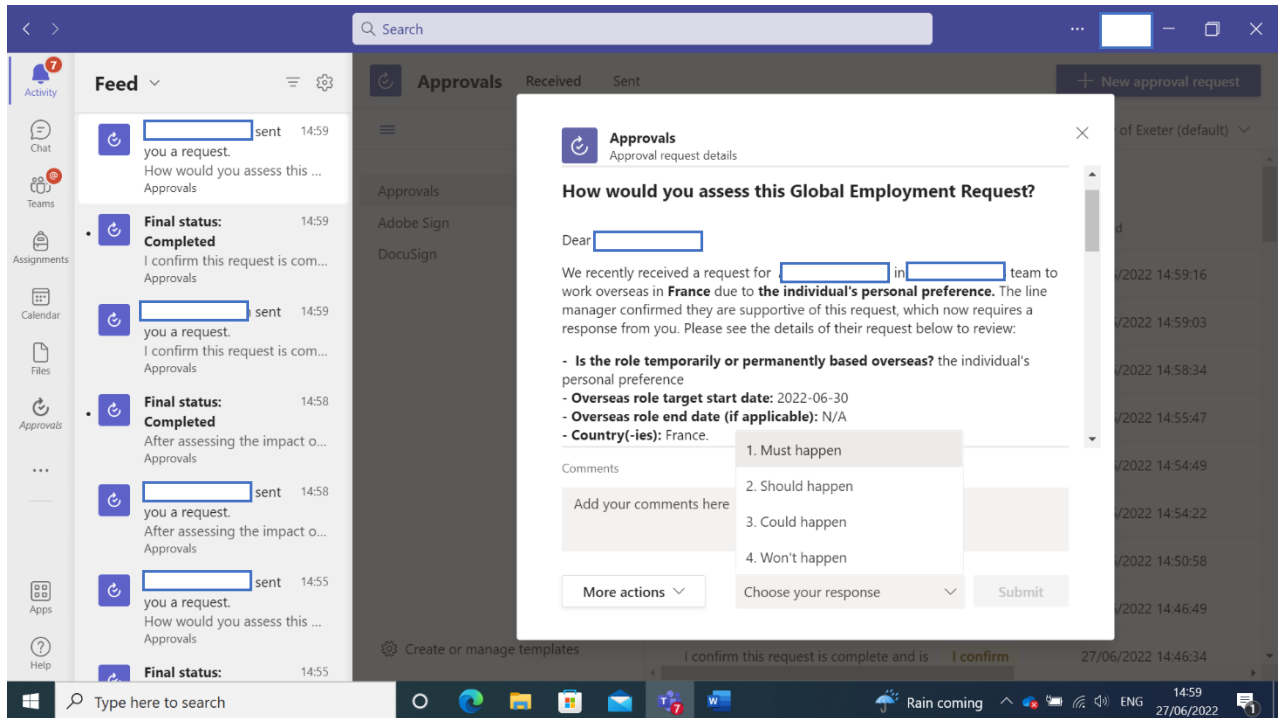
Following the checks from Global Mobility, the Department Decision Maker is sent their own Teams Approval, with an overview of the information submitted in Stage 1 added into the Approval's text. The relevant HRBP is copied into the approval request. Within the Approval, the Department Decision Maker can provide any comments or queries they may have, and they are asked to assess the *Global Employment Request* according to the below Case Priority Decision Tool (attached to the Approval itself):

- **Option 1: The global employment must happen.** This means the request is attached to a solid business case bringing value to the University, in line with its strategic objectives. By selecting this option, the Department Decision Maker consents to an agreement in principle. Charges of up to £2,000 (excl. VAT) can be incurred for the initial assessment and advice for the request, which will be recharged to the Department.
- **Option 2: The global employment Potential to Happen.** This means that the request is individual-driven, and a limited investment is feasible in order to support the case. Global Mobility will inform the Line Manager and Department Decision Maker of the outcome; if there is no feasible solution, the case will be closed, and the Line Manager informed.
- **Option 3 The global employment Unlikely to Happen.** This means that the request should be rejected unless there is an existing solution at no extra investment for the University. As such, no additional fees will be incurred by the Department at this stage, and Global Mobility will assess whether a cost-effective solution is possible (such as whether the University has existing payroll structures in place in the relevant country or if an international tax or social security treaty can cover this project).

Note that a case **Will not Happen** when it is outright rejected by the Department and not fully supported. No further work will be completed on the request. As such, the Line Manager will be

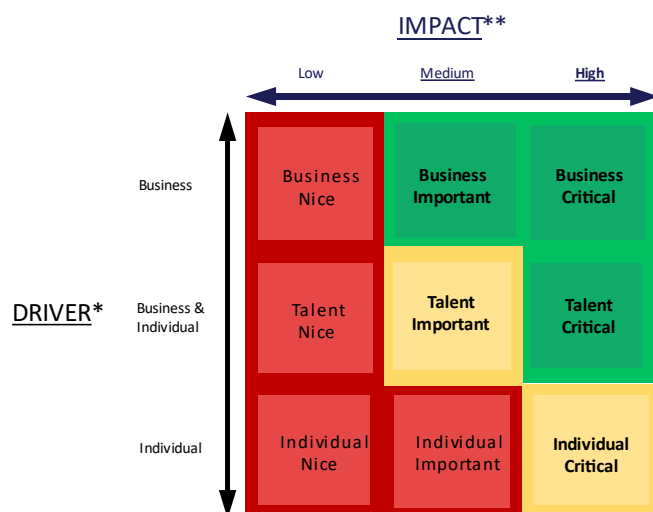
informed and the case closed, with no extra fees incurred for the Department. The Line Manager is responsible for informing the concerned individual accordingly.

If after two weeks the Department Decision Maker has not responded, a reminder is sent to them. If no response is received after one week following this reminder, the case is closed.



Case Priority Decision Tool

Global Mobility Case Management | Priority Matrix



Priority 1: Must Happen
Business or talent strategic projects worth both the risk and the investment (Department's budget and HR resources).
E.g., University partnerships, prestigious fellowship adding to the global reputation of the University, important research work, critical talent attraction and retention issues (world class teaching and research), high ROI projects.

Priority 2: Potential to Happen
Requests – mostly individual-driven (lifestyle choice) - which are not worth the risk but could justify a limited investment in time and budget.
E.g., Partial Study / Research leave applications, individual requests to temporarily relocate for compassionate reasons (duty of care) where the University agrees on a short period of emergency paid leave.

Priority 3: Unlikely to happen
Not worth the risk or the investment in time or budget and are likely to be rejected unless a quick solution is already in place and if budget is available (e.g., grant)
E.g., a substantive member of staff wishing to relocate in a country where an employment structure is active → could happen budget permitting and if the case does not set a Policy precedent.
However, a PTIA (or other, casual worker), whose workload is transferrable to another individual in the UK → won't happen.

***Driver**
Is the overseas working project in the interest of the business, the individual, or both?

****Impact**
What would be the impact on the business / individual if the overseas working project does not happen?

Stage 5 – GM Assessment of Existing Solution

In the event of a Department Decision Maker choosing the '*could happen*' option at stage 4, the flow will pass to stage 5. Here, Global Mobility needs to ascertain whether an existing solution to the Global Employment request exists without additional fees being incurred. For instance, a feasible solution could be employing the individual on an existing overseas payroll structure or employing the individual with an A1 certificate in a country where the UK has a double-tax treaty. When a Department Decision Maker chooses the '*could happen*' option at stage 4, a stage 5 Teams Approval will automatically be sent to the *Global Mobility Automated Requests* group chat. Once the possibilities have been investigated for the case, a member of the Global Mobility team would simply need to complete the Teams Approval by accepting or rejecting the case (as usual, any justifying comments can be added before submission).

After the stage 5 Teams Approval has been completed by a member of the GM team, all necessary information will be added to the case's entry within the case log (submission time, the outcome and any comments). The line manager and Decision Maker will automatically be informed of the outcome via automated emails.

Stage 5b - Global Mobility Advice

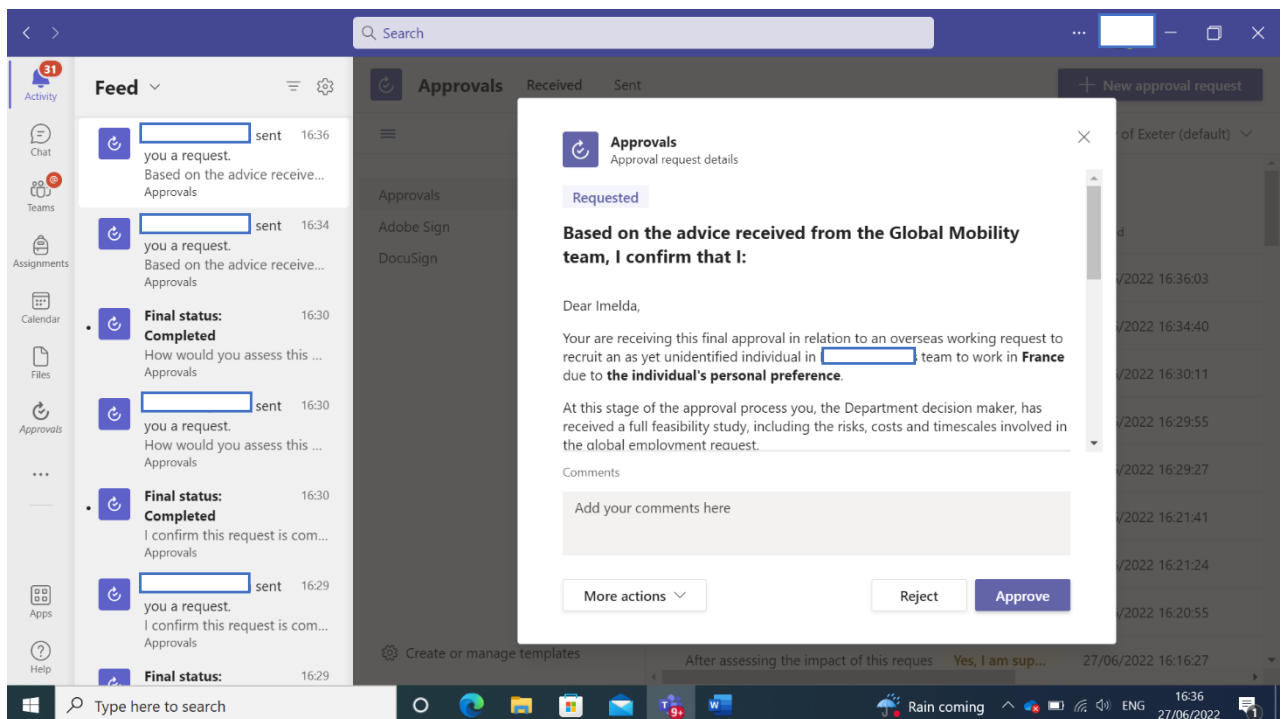
If the request is approved in principle (*must or potential to happen*), the Global Mobility Team works in coordination with the HRBP/HR Advisors teams as well as external advisors on a compliant employment solution according to the level of priority and investment agreed on the case. In this stage, the Global Mobility team will provide a full feasibility study on the required resources, timescales, options, and risks to support an informed final decision from the Department Decision Maker on the case.

Important note: In some cases, compliant solution cannot be found and particularly when the domestic laws of the country concerned are not compatible with the project, the individual's circumstances, or our university's status. In such a case, the Global Mobility team would inform all stakeholders and close the case.

Stage 6 - Department Decision Maker's Final Decision (Approval 3/3)

Based on the advice provided by the Global Mobility team, including the feasibility study, the risks, timescales, and costs involved, the Department Decision Maker is required to make a final decision on the case. In order to do this, a single Teams Approval is completed.

- **If the Department Decision Maker approves the case**, Global Mobility will go forward and implement the solution to the case, and the employee in question can ultimately be employed overseas.
- **If the Department Decision Maker rejects the case**, the solution will not go ahead and the employee in question is not authorised to be employed overseas. The Line Manager is notified and is responsible for informing the concerned individual accordingly.



Appendix 1 – Process Diagram

