Establishing A Travel & Expense Policy

A TRAVEL POLICY SHOULD BE AUTOMATED, BRIEF AND CLEAR, SAID Partnership Travel Consulting CEO Andrew Menkes. Automated: For a travel management company to administer it, configure the rules engine for the global distribution system and online booking tools. This system forms the watchdog, or whistleblower, of your travel policy, he said. Brief: A travel and entertainment policy may span 70 pages, but if you can't summarize it in three, you'll lose your audience. The policy's premise is to explain how to book and pay, where to sit, where to sleep and what kind of car to drive. "The balance—and the devil—is in the details," Menkes states. Clear: Avoid ambiguous words like "shall," "encouraged" and "logical," he advises. If referencing requires, say "must."

I. QUESTIONS TO PONDER

A. What are the company's goals and key performance indicators?

B. Who should write and update the policy?

1. Form a committee from various departments—accounting, administration, finance, human resources, marketing, meetings, risk management, sales, strategic sourcing, training, accounts payable, expense management, IT and any department that employs frequent travelers—to recommend policy to a writer and to seek traveler input.
2. One person with travel industry knowledge should write the policy with input from managers, travelers and travel arrangers to improve the likelihood of senior management buy-in and support.
3. Include representatives for all involved countries to encourage support and compliance.
4. The policy won't work without the signature or a letter of support from the CFO or CEO.
5. A senior leader like a controller should own the policy.

C. Who should be subject to policy?

1. The easiest policy to administer and measure compliance is one that is specific to one location. However, separate policies for travelers at separate locations create inconsistency.
2. Greater cost control comes with a single policy that covers all domestic locations, but this style interferes with individual locations' autonomy.
3. A policy that applies to all employees worldwide is the most consistent, but local laws and cultural constraints make mandated compliance to a global policy impractical and inadvisable.
4. A company that wants to balance consistency and autonomy can institute an umbrella policy that individual divisions can restrict if necessary but not relax.
5. The policy should stipulate that individual travelers and groups are subject to identical policies, unless a separate policy covers groups, conferences and meetings.
6. The policy should apply to anyone traveling on company expense, including consultants, job candidates, customers and subcontractors.

D. Should policy apply equally to all levels of employees?

1. Policies that do send the message that management is serious about controlling costs.
2. Some companies apply special consideration for high-ranking executives, those whose time is most valuable financially and those with security issues. Other companies draft executive-level policies that are not communicated to all employees.
3. To recognize road warriors, companies can allow special handling of those who cross a mileage or overnight-stay threshold. It's good for morale but requires more administration and may motivate some travelers to take unnecessary trips.
4. To mitigate disaster risk, many companies forbid more than two or three executives from traveling together. A CEO and CFO should never travel on one aircraft. Some corporations restrict the number of employees at any level on one aircraft.

E. Should the company deploy separate policies for individual countries?

1. A comprehensive policy should be consistent but consider cultural nuances. The global policy should rule

and local policies should get stricter.

2. An umbrella policy with addenda for individual countries will work if travel expense or management information system data is available.
3. Companies can group countries with common travel requirements and cultures into a regional policy.
4. Keep local standards, legislation, practices and budgets in mind. If drafting a consistent multinational policy, for example, a company can't allow travelers to fly business class for longer than six hours if a particular business unit or location's budget can't support such flights.

F. Should you make separate policies for domestic and international travel?

1. The company can draft separate policies depending on the destination country and length of the trip.
2. Either way, it should cover passport and visa acquisition, health certificates, security and emergency services.
3. The TMC or third-party security provider should provide this information for each trip.

G. How forceful should the policy be?

1. This major company-culture consideration is completely subjective.
2. Some policies mandate actions, stating the company will deal with violators harshly, up to termination or denial of reimbursement. Address xceptions for unplanned occurrences and local regulations. Companies subject to Sarbanes-Oxley or the Sunshine Act should enforce mandates in strict accordance with written procedures and audit for compliance.
3. Other companies present guidelines and require written explanations when travelers don't follow them.
4. Others present policies as standard procedures carrying the company's stamp of approval and CFO or CEO's signature.
5. Unmanaged programs should direct travelers to use their best judgment and share travel information to accommodate duty-of-care requirements.

II. ARRANGING TRAVEL

A. Should travelers have supplier choices?

1. Broad discretion can lead to longer and costlier transactions and less policy control.
2. Companies have encouraged travelers to use reservationists and online booking tools to select services compatible with policy and preferred supplier relationships. However, the trend is to make using preferred suppliers second in priority behind booking the lowest logical cost.
3. Check with your legal department regarding liability before limiting options to one preferred supplier.

B. How should employees make travel arrangements? Five options:

1. Designated a TMC or TMCs. Consolidating with one controls costs via consistency. The single provider of integrated management reports also makes safety and security management easier, and you can use those reports to negotiate supplier discounts.
2. Cite an online booking tool as the first choice for booking. Design the system to encourage use of preferred suppliers by highlighting them or offering no other options. If using a corporate booking tool, consider prohibiting use of public websites so travelers don't intentionally bypass booking policies.
3. Go through travel agents, who make arrangements using corporate-approved channels.
4. Some companies allow travelers to book directly on supplier websites if prices are less than a predetermined cost. However, this compromises your ability to track travelers and spending data.
5. A few companies allow travelers to book any supplier through any distribution channel as long as the cost remains below a price cap and travel data is retained.
6. Policy may require anyone planning a meeting of a minimum number of employees (10 is recommended), a meeting that requires a contract or one that exceeds budget thresholds to report the event to the meetings or travel department or TMC if it involves hotel room nights to take advantage of negotiated group discounts, ensure application of the travel policy and allow a legal review of the contracts.
7. Work with human resources to provide employee data to the TMC or encourage travelers who take at least one trip a year to complete a profile for the TMC's global distribution system. The TMC should alert travelers of expiring credit cards, passports and visa information.

C. How far in advance should travelers plan?

1. Booking as soon as a traveler knows about a trip improves chances of lower advance-purchase airfares and guaranteed seat availability. Studies show, though, that booking more than two months ahead yields higher rates.
2. Encourage advance-purchase airfares by requiring a supervisor or other manager's approval for shorter booking lead times, say, within two weeks.
3. Some companies send automated notifications to travelers and their managers indicating how much the traveler could have saved by booking in advance.
4. More companies are asking employees at the time of booking to consider such travel alternatives as remote conferencing, particularly for nonclient-facing travel.

D. Is supervisor pre-approval necessary?

1. It enables a supervisor to rule a trip unnecessary or too expensive.
2. But pre-approval for an online reservation may qualify as a touched booking, adding cost. Pre-approval also costs more if it holds up ticketing.
3. Consider pre-approval for exceptions only. Some require it for only transcontinental or high-cost travel.
4. Some companies rely on pre-trip notifications to alert managers that a trip has been booked.
5. Some companies require the traveler to obtain verbal approval from their managers prior to booking.
6. The most senior executives should not spend valuable time on administrative details like approvals.

E. Many TMCs have 24-hour service or a tie-in to third-party services, which frequently trigger additional surcharges and should be used only during nonbusiness hours and only for travel emergencies or when they will avoid larger cancellation penalties. Online booking tools can provide round-the-clock access, but changing itineraries online is not easy.

F. Should policy encourage or require travelers to adjust schedules to minimize costs, such as arranging day trips?

1. Companies should provide alternative routing and pricing options and record exception codes if travelers decline reasonable alternatives.
2. Such policies need to balance cost savings with productivity, convenience and traveler morale.

III. LODGING POLICY

A. How should employees book rooms?

1. Using a designated agency or online booking tool funnels all bookings through a single source, enhancing the company's ability to enforce policy and capture booking data for negotiations and safety. It also ensures travelers get the negotiated corporate or TMC rate and that room nights are credited toward volume agreements.
2. Many policies discourage calling hotels and booking them on public websites. Direct booking occasionally results in lower rates, but it also yields neither booking information nor data consolidation, undermines negotiated corporate rate agreements by diluting marketshare figures unless you've established a tracking mechanism up front, reduces commission income and diminishes the company's ability to locate employees en route.
3. Policy should state what travelers should do if they find rates lower than the TMC's or booking tool's.

B. How much should employees pay?

1. Define the company's acceptable pricing level (e.g., moderately priced) by brand or hotel tier to show the company's view of appropriate spending.
2. Designate maximum hotel rates to cap expenses, though this could encourage employees to spend up to their limit. Consider setting different ceilings for different cities. Remember that using too many hotels will influence performance in contracts.
3. Consider giving travelers a maximum amount to spend daily across hotel, meals and incidentals, depending on the cost of doing business in each city. Base per diems on the firm's historical expenses, *BTN*'s Corporate Travel Index or published indices prepared by consulting firms and the federal government. Business-entertainment expenses typically are calculated separately.
4. Designate different property classes per length of stay, such as limited-service hotels for one-night stays and extended-stay hotels for more than seven nights.

C. What other limits should the policy enact?

1. Encourage or mandate the use of hotels with which the company has negotiated rates or with which the company's TMC has preferred rates. Many companies and TMCs have extensive hotel directories but mandate the use of particular hotels in given cities. Directions to use preferred hotels should stipulate travelers book at the company-negotiated rate.
2. Outline the circumstances under which travelers do not have to use preferred hotels, such as meetings or conference, instances when preferred properties exceed a given distance from the business destination and when traveling with a client.

D. When can travelers stay in more expensive rooms?

1. Companies may allow high-ranking executives to stay in luxury hotels or on executive floors.
2. Better accommodations or a suite might be appropriate if a traveler has to entertain clients or meet with staff.
3. If the only hotels that conform to policy are far from the business destination, closer, more expensive hotels may be warranted.

E. Other options.

1. Charge employees for no-show billings if they neglect to cancel a reservation. The policy may instruct travelers who cancel a reservation to record a cancellation number or the name of the hotel employee taking the cancellation to help resolve billing disputes. Whenever possible, travelers should cancel through the TMC to produce a better paper trail.
2. Reimburse charges for personal items, such as in-room movies, minibar purchases and laundry expenses.
3. Reimburse room service charges.
4. Reimburse tips? Include guidance on how much to tip.
5. Mandate use of the company's corporate apartments or hotel room blocks in a given city.
6. Reimburse for a single-room rate or percentage of rate charged for travelers accompanies by spouses or family members.
7. Permit appreciation gifts when travelers stay with another employee, a business associate, a friend or a relative.
8. Avoid properties with external guest room entrances. Consider conducting security audits.
9. Allow travelers to use Airbnb or similar alternate accommodations.

IV. AIR TRAVEL POLICY

A. What parameters should the policy place on airfare and class?

1. Use preferred airlines on applicable city pairs when those airlines are competitive on price or the difference is minimal.
2. Most companies indicate coach as the preferred class for domestic service, except for executive travel.
3. Some companies require travelers to choose the "lowest logical," "lowest available" or "lowest applicable" fare. Define precisely what you mean. The definition may differ for domestic and international travel. Because fare availability changes, many companies stipulate class as the guiding principle. Create a comprehensive definition, detailing conditions or savings levels at which the following are required, encouraged permitted or prohibited:
   - **a.** The lowest fare within a defined travel window, typically two hours but sometimes longer.
   - **b.** Nonrefundable fares. Balance the chance that the trip will be canceled or rescheduled against savings from these cheaper fares. Remind travelers to keep track of unused nonrefundable tickets, which often can be used for other trips after paying a change fee. The TMC also should have an automated system for tracking unused tickets for business and group travel.
   - **c.** Balance increased travel time and the risk of delays associated with indirect flights against costlier nonstop flights. Consider that a layover in Chicago in January carries a hefty risk when a nonstop flight would fly over a snowstorm. Most policies do not require

travelers to change planes unless savings are significant. Indicate a minimum level of savings, typically $100 per segment, and a maximum of elapsed time, no more than two hours.

   d. Be mindful of inconvenience and the total cost of the trip, including ground transportation, when alternate airports are involved.

4. Some policies allow senior managers to fly in premium-economy, business or first class or, if a discount coach seat is not available, in premium class. Some airlines offer premium-economy, business or executive class seating as cheaper alternatives to first class.
5. Employees may be willing to pay for an upgrade personally, or companies may pay for employees to upgrade to first, business or premium-economy class in certain conditions, including:
   a. Flights of a particular minimum mileage or time (typically six or seven hours). Mileage is a better parameter, as a time window motivates travelers to manipulate schedules, such as longer connection times, to become eligible for an upgrade.
   b. International flights. Consider whether to include United States-originating flights to Canada, the Caribbean, Central America and Mexico.
   c. Traveling with a client.
   d. Employees with physical disabilities.
   e. Employees expected to work a full day upon arrival.
   f. Second or third international trip within a defined period of time.
6. In global policies, distinguish between such policy terms as international, domestic, transcontinental, stateside and foreign air travel. The terms "coach" and "business" are not universal.

B. If the company or TMC has negotiated discounts with preferred airlines, are those airlines superior options?
   1. Balance the company's obligation to attain a certain volume or citypair market share in order to maintain preferred fares versus opportunities to secure lower fares for individual trips.
   2. Policy should encourage or mandate use of group rates (usually for at least 10 people traveling to the same destination on the same day) if the company had negotiated such fares.
   3. Policy may establish preferred supplier relationships with multiple airlines or alliances to cover multiple city pairs in order to reduce connections.

C. Other factors.
   1. Circumstances and required approvals for chartering aircraft when no other convenient way to get a group to a certain place at a certain time exists. Involve insurance and security departments in making the decision.
   2. Reimbursement for airline club memberships or premium-services memberships for certain employees.
   3. Most companies allow travelers to keep loyalty-program benefits, and others encourage their use for business.
   4. Reimbursement for checked baggage or luggage-weight overages. Most carriers charge fees to check luggage when traveling coach.
   5. Reimbursement for ancillary services, such as preferred seating, advance boarding and inflight Internet.
   6. Reimbursement for insurance beyond that provided by airlines, company insurance and corporate cards. Most companies do not pay for additional insurance unless a traveler is transporting company goods.
   7. Forbidding travel to countries for which the U.S. Department of State or the World Health Organization has issued a travel warning or advisory. The company should provide such advisories to travelers who've booked international trips.
   8. Handling unused airline tickets for business and group travel.
   9. Circumstances and procedures defining who can fly in company-owned or company-leased aircraft.
   10. Clarify ownership of any denied-boarding compensation and whether travelers can volunteer for compensation when flights are overbooked.
   11. Alternatives to air travel, such as rail, personal cars or rental cars for trips within a certain distance. Policy also may cap car costs by expense or distance.
   12. Employees who are licensed pilots should not be allowed to fly passengers or themselves on business trips, whether in their own or other aircraft.

V. CAR RENTAL AND GROUND TRANSPORTATION POLICY

A. When should policy require or forbid rental cars?
   1. Use a rental car when cheaper alternatives are inefficient for the traveler or when it's less expensive than a personal automobile, depending on the mileage reimbursement.
   2. Do not allow car rentals when a traveler needs transportation only from the airport to the hotel and when a shuttle, taxi or car service is less expensive; a company-owned or leased car is available; employees are traveling to unfamiliar areas, especially at night; and employees are traveling to foreign countries, especially if road conditions, safety and licensing needs are concerns.

B. Which suppliers should a traveler use?
   1. Many policies encourage a single or limited number of suppliers with which the company or TMC has negotiated rates.
   2. Companies may use secondary

Tech Watch: Remote Conferencing

Advancements, cost savings and technology, including telepresence systems and desktop videoconferencing tools have boosted virtual meetings, which reduce wear and tear on travelers and save travel costs. They're best suited to internal meetings.

I. IT departments usually manage remote-conferencing tech, but you can promote its use and examine airline citypair and hotel data to choose locations for installations. Integrate remote-conference booking and travel-booking systems, and design them to prompt travelers to skip trips. Even better if the system requires travelers to justify physical trips.

II. Tech suppliers offer services and products. Most employees also have videoconferencing-capable personal devices, though IT may have to aid integration and collaboration.

suppliers, contracted to fill holes in the designated supplier's service.
3. Policy may direct employees to use different suppliers in different cities.

C. What car size or class should travelers reserve?
1. Compact cars provide the greatest savings but less comfort and capacity.
2. Intermediate-size cars give travelers reasonable comfort at a reasonable cost. Most policies allow for midsize or intermediate-size cars.
3. Many companies restrict full-size or luxury cars to high-level executives, groups of two or more, those hosting clients or those of a certain height or size.
4. Hybrid cars can bolster corporate social responsibility initiatives, but their rental rates may be much higher, and availability is unpredictable.

D. Unless a booking is last minute, policy should advise or require travelers to use the online booking tool or a designated agency to ensure the traveler gets the negotiated rate and the transaction is credited toward the contracted volume agreement.

E. Should travelers accept damage-waiver coverage?
1. If the company is self-insured, receives free collision damage waivers under its contracts with car rental suppliers or is protected by insurance under a corporate card program, no additional coverage is needed. Policy can specify that employees will not be reimbursed for purchasing such coverage.
2. If no other coverage applies, the company may choose for the traveler to purchase such coverage at the time of booking to avoid the risk of the company paying for rental car damages and to avoid paperwork.
3. Differences in insurance laws and other government regulations make this coverage a good idea for foreign travel.

F. Should travelers buy other insurance products like personal accident insurance, supplemental liability insurance and personal effects coverage?
1. Most companies already have insurance that provides such coverage for employees.
2. If not, they usually reimburse employees for such purchases.
3. Policy also can state that employees may purchase additional coverage at their own expense.

G. Include guidance on what to do in the event of an accident.
1. Notify local authorities, the rental car supplier, the travel department, HR and the internal security department.
2. If the car is damaged, notify the company's insurance department of the details of the accident and instruct the supplier to submit a bill for repairs to the same department, which will handle settlement.

H. Other factors.
1. Encourage travelers to refill the gas tank themselves, as car rental companies charge a premium to refill it. Some vendors offer an upfront fee for fueling, which eliminates refueling charges.
2. Ask corporate travelers to avoid one-way drop-off charges by dropping rental cars at the locations where they picked them up.
3. Instruct travelers to inspect the car for damages and record them to protect against unwarranted damage claims.
4. Explain which ancillary service fees, including GPS and expedited toll programs, the company will reimburse. Most smartphones have GPS.

I. Authorize limousines or black cars when the per-person cost is close to other ground transportation or travelers are arriving at an unfamiliar destination or foreign country or at night. Most limos charge by car or by the hour, not by the number of passengers. A sedan service may prove more convenient and less expensive than a car rental or taxi for commuting from the airport to the office.

J. Address procedures, policies and restrictions for taxis, including receipt requirements and tipping guidance, parking expenses and tolls, train and bus travel, traffic and parking tickets, on-demand services like Uber and Lyft and personal vehicles.

VI. INCIDENTALS, MEALS AND ENTERTAINMENT

A. How much can employees spend?
1. Set a maximum per diem, which may vary by city or region, to control costs and eliminate receipt reviews, or set a max per meal, which may vary among breakfast, lunch and dinner. Consider adjusting the trip's limit based on meals included in flight and at hotels and events.
2. You can vary allowances by level of employee.
3. Analyze average meal spending within your company before establishing standard rates. Setting high maximums exposes your company to higher costs.

B. Specify what food is not reimbursable, such as entertainment, snacks, room service, alcohol and food purchased during travel that does not involve overnight stays.

C. Specify that the highest-ranking employee present should pay.

D. Business entertainment.
1. The expense must be for a legitimate business purpose. Require a receipt listing individual charges, crucial for tax-deduction eligibility.
2. Policy may put a max on average per-person cost.
3. Define what categories of employees may entertain business guests without approval.
4. In accordance with U.S. Internal Revenue Service regulations and Sarbanes-Oxley processes, employees should be prepared to furnish names, titles and company affiliations of each person present, the business purpose served, business topics discussed, name and location of the establishment and exact amount of the expense. That extends to whether business took place before, during or after entertainment events.
5. If an employee has a business luncheon guest, the expenses of both may be reimbursable.
6. Entertainment expenses, such as golf or tennis fees, may be reimbursable, or you may list certain activities as unsuitable for the company to sponsor.
7. Policy may list circumstances under which employees will be reimbursed for hosting business meals or entertainment in their homes.

E. Specify what incidental expenses are reimbursable and detail the requirements. Consider dry cleaning, laundry, foreign currency conversion, mobile phone rentals for international travel, Internet, passports, visas, medical inoculations, business center charges, minibars, health clubs/fitness centers, spas, in-room movies, ATMs, cash advances, shipping, babysitting, kennels, the U.S. Transportation Security Administration's Precheck program, the U.S. Customs and Border Protection's Global Entry program and lost, stolen or damaged personal property.

F. Decide whether to:
1. Require that expense reports separate breakfast, lunch and dinner.
2. Specify events that are not reimbursable, such as a birthday celebrations versus dinners at which employees receive awards.
3. Reimburse for an employee's spouse.

G. Include input from HR, legal and tax departments.

VII. PAYMENT METHODS

A. How should employees pay for travel and entertainment?
1. Company cards allow the company to build a travel expense database and thus a comprehensive picture of travel patterns and volume for negotiations. They also help detect exceptions to policy and may provide the company financial incentives.
2. Personal charge cards, not recommended, eliminate the time and some costs of a corporate card program but hinder efforts to maximize rebates and create a complete database of expenses.
3. Reloadable debit cards can be preloaded with select amounts, set to allow only certain expenses and deactivated if stolen or lost or when the traveler returns.
4. Cash or traveler's checks, not a recommended practice, may be used for travel to developing countries or other exceptions.
5. A centrally billed account for air and rail purchases or within 60 days.
6. Direct-billing arrangements with preferred suppliers for specific lodging and ground transportation providers.

B. How are card expenses billed?
1. Direct, individual billing to employee cardholders: The employee shares liability with the company. The employee holds the initial responsibility of auditing and paying charges, which reduces the administrative burden on the

company and induces travelers to file timely reports.

2. Centralized billing: The company has complete liability. Float is enhanced and the chance for delinquency is reduced if the company pays card bills when they arrive.
3. Central pay/direct, individual bill: The company has liability. The corporation pays all bills centrally, but card vendors also send bills directly to employees for review.
4. Centralized billing of airline expenses and direct, individual billing for other expenditures: Individual billing advantages still apply, and companies achieve significant float, but the largest share of charges is removed from individual employees.
5. Some countries like Russia and China do not allow individual payment and liability. Also consider cards billed in local currency, foreign language billing statements, ATM fees, card fees and collision damage-waiver insurance.

C. Consider which employees should receive corporate cards: those who travel a minimum number of times per year, those who incur travel expenses regularly or every employee.

D. Inform travelers how to obtain a card and what to do if it's lost or stolen.

VIII. EXPENSE REPORTING AND REIMBURSEMENT

A. Determine requirements for attaching receipts to expense reports, whether all air, car rental and hotel receipts or those above a threshold, often $25. Some companies adopt the IRS's requirement of receipts for expenses of $75 or more.

B. What documentation is required for reimbursement?

1. Policy may specify types of receipts for different services, such as an itinerary copy or electronic receipt and boarding pass for air, hotel folio plus proof of payment, and receipt or corporate card record for car rental.
2. The IRS accepts electronic data from card suppliers in lieu of paper receipts if appropriate detail is included. Some card companies and hotel chains cannot provide full detail on hotel receipts.
3. Many companies do not require receipts if travelers charge the expenses on corporate cards, a significant efficiency for employees.
4. The TMC itinerary, which should identify whether the hotel was approved, gave the lowest rate available and was booked based on travel policy; the type of card used for payment and its last four digits; whether the booking was done over the phone or electronically; and whether the contracted TMC handled the reservation.

C. Specify the conversion rates to use on expense reports for expenses incurred in foreign currencies, whether the one supported by a currency exchange receipt, reflected on the credit card statement for charges made during the same trip or designated for that day by a reputable published or online source.

D. Designate expense report deadlines, whether as soon as possible, often within seven days of the end of the trip; weekly, biweekly or monthly for frequent travelers; immediately upon purchase of an advance-purchase ticket; or immediately upon receipt of the statement. Policy may specify that employees will not be reimbursed if they do not file expense reports on time. Determine how to handle late-payment fees and interest charges.

E. How to file expense reports.

1. Advise that all employees shall be prepared to disclose when, how and why expenditures were incurred and are required to list dates, locations, names and titles of those visited and the purpose of the trip.
2. If an automated expense reporting system is available, mandate use.
3. Require separate expense reports for each trip.

F. Determine whether the company will reimburse travelers who do not book through the mandated TMC or online booking system.

IX. MISCELLANEOUS

A. Communicate the travel policy via a written document, in a user-friendly summary document or in multiple documents covering different modes and classes of travel. Publish it on the corporate intranet and travel website, in newsletters and the employee handbook and via e-mail and social media. Review it during employee orientation and travel policy seminars.

B. Require employees to confirm they've read the policy.

C. State what steps will be taken when employees violate policy, such as informing supervisors, reminders with managers copied, expanded authorizations required for pre-trip planning and post-trip audits, reprimands, documentation in employees' personnel files, delay or denial of reimbursement and, in extreme cases or for repeat offenders, termination. If your company bills air travel centrally, you can require noncompliant travelers to fund their trips and then seek reimbursement, including an exception approval from the CFO, CEO or division head.

D. Other items that policy may include:

1. CEO statement of scope, goals and purpose to describe advantages of supporting preferred travel vendors.
2. Precise rundown of company managers and officials responsible for enforcing policy.
3. Whether to permit travel apps on company smartphones, restrict traveler-downloaded travel apps and permit business travel booking using traveler-owned tablets or smartphones.
4. Whether to allow travelers to review or share corporate travel supplier experiences on social media and public websites.
5. How, when and how much to charge clients for travel.
6. Instructions for medical and other emergencies, especially when traveling overseas.
7. Procedures and requirements for borrowing company computers and other technology and when the company will buy or lease equipment for travelers.
8. Responsibilities of travelers, travel arrangers and managers.

E. Revise and reissue the policy annually.

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