

# Checklist: Managing the operational impacts of COVID-19

NON NEGOTIABLE ACTIVITIES AND BEHAVIOURS

## HOW DO I RESPOND NOW TO PROTECT CORE BUSINESS AND PEOPLE?

## WHAT DO I NEED TO RECOVER BY BECOMING AN ADAPTING AND CONTINUOUSLY LEARNING ORGANISATION?

## HOW WILL I EMERGE AS A STRONGER OPERATOR?

## ACCOUNTABILITIES

## RESPONSIBILITIES

Undertake effective and timely communication to all employees and stakeholders  
 Demonstration of Leadership  
 Implement command, control and coordination activities  
 Prioritise the Safety and Wellbeing of your employees and customers  
 Align response, recovery and emergent activities to organisations values and norms

### Internally Focused Priorities

OPERATIONS COMMAND CENTRE / WAR ROOM

- Activate and empower Business Continuity/Crisis Response Command Centre
- Activate and communicate Communications Plans & Strategies
- Stay informed with Credible Source and Government guidance
- Undertake Scenario Analysis to determine decision making tolerances
- Communicate BC Leadership, Alternate and BC Team to the organisation

- Continue to monitor all business units, actions and decisions
- Update Business Continuity/Crisis Response playbook
- Adopt organisational continuous improvement, learning and adapting practises ensuring all Crisis inspired innovation is captured

- Update the crisis response playbook
- Use lessons to improve future response
- Undertake routine vulnerability and threat assessments

CEO

- CRO
- Corporate Affairs
- General Counsel
- Chief Technology Officer
- Director of Operations

WORKFORCE PLANNING & STRATEGY

- Implement guidelines on limited face to face working practices
- Update Corporate HR Policies on Annual leave, Sick Leave and Carers leave
- Consider establishing alternate work teams for office time and resources by staggering shifts
- Implement remote working communication protocols
- Ensure regular and appropriate cleaning regimes of all shared areas (arrangements for/with cleaners)
- Communicate processes for preventing the spread at the worksite/office
- Anticipate employee/community fear, rumours and misinformation and plan communications accordingly
- Provide information for those at home caring for ill employees
- Offer EAP or other assistance
- Monitor and plan to take action on investments
- Implement new expenditure protocol (if one needed/developed)
- Validate cash reserves and free up additional cash if required

- Develop and inform staff of new RTW protocols
- Ramp up operations ensuring staff are ready for full workload
- Monitor impact of initiating BAU workload and backlog stress
- Consolidate extra expenditure and seek to claim if possible
- Review investment strategies
- Review contractor KPIs
- Investigate any clauses breached in contract for non delivery – seek compensation
- Reimagine the operating model

- Integrate implemented protocols to revise organisational norms
- Incorporate scenario analysis into strategy setting activities
- Develop a crisis ready organisation and talent pipeline
- Embrace innovation

CEO

- CFO
- Director of Operations
- Director of Procurement
- Director of Human Resources (People and Culture)
- Commercial Director

ICT AND DIGITAL

- Establish sufficient number and secure VPN to support WFH arrangements and implement remote work
- Develop platforms for communicating status and actions to employees, suppliers and customers in a consistent and timely manner
- Develop additional training programs to support the increase of in-house work
- Optimise and implement protocols for demand increases

- Optimise e-commerce and customer/channels and strategy
- Update digital learnings and properties

- Implement digitally enabled future work processes and back up solutions

Chief Technology Officer (Information)

- CRO
- Business Continuity Leadership
- CFO
- Chief Technology Officer
- Corporate Affairs
- General Counsel

BUSINESS CONTINUITY PLANNING

- Activate your BCP plan focussing on critical operations by location and function

- Follow resumption actions on BCP
- Gradual return to BAU if necessary
- Review and debrief with primary stakeholders
- Implement equity raising activities and debt financing options
- Exit non core or under-performing markets, products or services

- Maintain financial forecast models
- Undertake stress testing activities for operating model, financial model and response activities
- Build resilience
- Capture Black Swan and White Swan events

CEO

- CRO
- Business Continuity Leadership
- CFO
- Chief Technology Officer
- Corporate Affairs
- General Counsel

### Externally Focused Priorities

SUPPLY CHAIN

- Identify supply chain risks and potential disruptions
- Identify alternate suppliers and establish memorandum of understanding (MOU)
- Identify suppliers of critical stores and develop arrangements (MOU)
- Activate BCP and initiate alternative supply processes
- Prioritise the use of critical supplies

- Collaborate with suppliers and customers to synchronise ramp up operations
- Prioritise orders
- Restock supplies
- Review supplier KPI's
- Undertake a multi level network supply chain risk review and threat assessments

- Rebuild supply chain networks with improved resilience
- Strengthen contingencies and transparency within the supply chain
- Identify new supply lines and networks
- Involve suppliers into scenario analysis
- Clarify expectations (formal and informal)

CEO

- Commercial Director
- Procurement Director

CUSTOMER ENGAGEMENT

- Implement formal communication processes with external shareholders/stakeholders (press releases, webcasts, website information portals etc.)
- Implement Customer Communication Plans and Strategies with a focus on accurate and timely information only
- Monitor response/reaction
- Understand customer exposure and support their planning and preparation and response.

- Review orders and existing commitments
- Recognise customer loyalty

- Establish open communication channels
- Embrace innovation to reconsider the customer engagement model
- Involve customers into scenario analysis

Corporate Affairs

- Marketing Director

**We're ready to help. Contact your Marsh representative now.**

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