

# CRISIS PLANNING WEBINAR

*CORONA*  
*SARS*  
**VIRUS**

# Speakers



**Jenn McCabe**  
*Business Outsourcing  
Services, **Partner***



**Shannon Oswald**  
*HR Outsourcing, **Director***



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*Corporate Finance &  
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**Managing Director***

# Agenda

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- Employee Education
- Continuity of Operations (COOP) Plan
- Weathering the Storm



# Employee Education

# Payroll and HR matters

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- **Be up to date** on your absence policies, both sick and time-off. Observe limits.
  - In some cases, unemployment or disability coverage may be appropriate
- The HR team will need to consistently send notes to the staff to **clearly communicate** what their time off is: sick time, vacation time, unpaid furlough etc.
- During office closures, staff will need to **report their status**, particularly if they become ill.
  - Set expectations regarding required and minimum communication.
- **Avoid Discrimination and Harassment.** Employers should be careful to implement policies in a way that does not single out employees based on any protected characteristic, but particularly national origin or ethnicity.

# HR: Set Expectations after You Have a Plan

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- **Timing** of this communication to staff is crucial. It could change, particularly if the office is closed more than two weeks
- **Hourly staff** should be told how many hours/weeks they'll be paid for
- **Full time staff** who accrue paid time off will need to know their balances. The employer will need to communicate whether that paid time off will be paid first, or after a waiting period.
- Discuss and confirm **medical insurance coverage**
- **Identify** which jobs can be performed from home. Plan for those that can't WFH.
- In a pandemic, continued exposure heightens risk. **Remind staff** it's safest to stay in quarantine and not convene.

# Absenteeism

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- Consider the effects on business operations if absenteeism were 25-40%.
- A pandemic could affect as many as 40 percent of the workforce during periods of peak influenza illness.
  - Employees could be absent because they are sick, must care for sick family members or for children if schools or day care centers are closed, are afraid to come to work, or the employer might not be notified that the employee has died.



# Communication Plan

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- **Staff:** next steps, expected timing, employment relationship, safety, job performance expectations, what to expect from benefits and payroll
  - Educate and train employees in proper hand hygiene, cough etiquette and social distancing techniques.
  - Use authority to send potentially sick staff members home
- **Clients:** communicate any staff reductions or office closures and assure them best practices are being observed.
  - Review contracts for any deliverable risk



A businessman in a white shirt and blue tie is holding a stack of three wooden blocks. The top block features a white icon of a group of people. In the background, there is a large, semi-transparent circular graphic with a white icon of a group of people and a red path leading to a central figure. The overall theme is business and operations.

## Continuity of Operations (COOP) Plan

# Workplace Engineering

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- Understand and develop work practice and engineering controls that could provide additional protection to your employees and customers:
  - Drive-through service windows,
  - Clear plastic sneeze barriers,
  - Ventilation,
  - Proper selection, use and disposal of personal protective equipment
- Run a test office closure. Figure out ahead of time what works. Try new technology!



# Connectivity and Planning for Closures

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- Allow staff to have remote access to systems to continue critical activities.
  - Experiment with new, and test, technologies ahead of time
  - Communicate expense reimbursement policies for purchases made during the office closure
- Ensure the availability of essential technology and supplies.
  - Work with IT to support continued communications (e.g., email, remote access, conference calls, webinars, etc.).
  - Stockpile infection control supplies, including handwashing products (soap, towels, hand sanitizers), tissues, and materials to produce educational materials on infection control (paper, printer ink, toner).
  - Identify supply needs for 2-5-week periods.



# Essential resources

- Identify essential business functions, essential jobs or roles, and critical elements required to maintain business operations.
- Identify and cross-train employees to perform essential roles in the case of severe staffing shortages.
- To respond quickly to issues as they arise, a cross functional team is usually more likely to understand all the resources available and identify multiple/better approaches to problems as they arise.
- Consider alternatives for providing your staff with medical and social services (Mobile medical apps, local clinic addresses).



# Tasks to plan to cover during an office closure

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- Mail
- Banking
- Payroll
- HR Communications (phone and email lists)





# Weathering the Storm

# Developing a Plan

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- **Near-Term: Cash is King - Examine the essentials**
  - Revise cash flow to assume revenue declines and slower collections
  - Revisit staffing levels and requirements
  - Slow or cease non-critical business processes
  - Defer suppliers / extend delivery schedules
  - Manage general expenses
- **Critical Communications:** next steps/expected timing, request for patience
  - A clear crisis communication plan helps organizations gird against reputational risk as well as confusion among clients and vendors
  - Provide confidence regarding payments to avoid disruption to your supply chain

# Supply chain

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- Talk to critical suppliers of both goods and services about their ability to deliver reliably and potential defer if needed.
- Know which key vendors are at risk for disruption and consider setting up alternative suppliers if your regulars are impacted.
- Assure your vendors that you will remain a client.
- Consider your bank a vendor, and be ready to discuss terms





# Protecting the Bottom Line

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- Protect the Revenue by deferring it, rather than refunding, if possible.
  - If service will be delayed, communicate to clients so that they don't ask for refunds.
- Review upcoming deliverables.
  - If there is risk of failure, review contracts for termination clauses to determine next steps.
- Be ready to cut costs, offer clients discounts, temporarily furlough staff, and other short-term strategies, so that your business can continue in the long term.
- Assess longer-term opportunities / adaptations to position for growth when market stabilizes

A close-up photograph of a dartboard with a red dart hitting the bullseye. The sun is positioned behind the dart, creating a bright lens flare effect. The dartboard has concentric rings of brown and white, with some text visible on the rings. A large orange rectangular overlay is positioned across the middle of the image, containing the text "Thank you!".

Thank you!