

# THE EVOLVING ROLE OF THE CIO

## CRITICAL DISCUSSION POINTS IN THE EVOLVING WORLD

Key Challenges

### RESPOND

- What is the organization's focus on employee safety?
- What is needed to ensure system availability?
- How will core services be maintained?
- Does the organization have a clear understanding of the critical business projects - sales, supply chain, etc., to prioritize effort?
- How will resources be redeployed to address immediate needs?
- Can deployment of new capabilities (e.g. virtual collaboration) be accelerated?
- Has a flexible workforce been enabled to address increased demand for services / transaction volume?
- Has security monitoring and response in key risk areas been enhanced?

### PLAN AND CONTROL

- How will projects and spend be reprioritized to focus on new priorities such as cloud, cyber?
- What steps will be taken to develop plans to meet changing needs?
- Will IPA for immediate manual / repeatable tasks be considered?
- How response functions / command centers be formalized and built out?
- How will the tools, processes and oversight be determined to allow for effective work from home (WFH)?
- Will revised licensing models be reviewed to account for radical changes to the environment?
- Will it be necessary to assess current security risks related to the expansion of the virtual workforce?

### OPTIMIZE AND FIX

- Will self-service and digital capabilities be increased (sales, tracking) while redesigning key processes?
- Has the business considered migrating applicable capabilities to the cloud?
- Will innovation be leveraged to address risks from earlier deployments?
- Will continuity of the technology ecosystem – 3rd party reliance – be ensured?
- Have tools that need to evolve (e.g. Teams/Zoom) to 2.0 version been identified?
- Have automation opportunities to manage cost, controls and balance new resource models been identified?
- Should policies be updated and training enabled for potential future repeat or evolving circumstances?

### “NEW NORMAL”

- How will the organization enable long-term resiliency?
- Is there a need to conduct future contingency studies?
- What is the plan to align and deploy on business' top priorities?
- How will transformative workplace change and technology design – facilities, offshoring, managed processes – be initiated?
- Will workforce blend and capabilities be revisited to account for go forward operating models?
- Will the risk profile be reevaluated, given expansion of virtual workforce and evolving security threats?
- Will expected ROI from initiatives to date be reviewed, adjusting plans accordingly?

What to Prioritize

- Crisis management & operational Resilience
- Remote workforce to support resource and skill gaps
- Workforce enablement and collaboration tools deployment
- Modern workplace update
- Website performance optimization
- Work from home security assessment
- Pen testing and application security reviews
- Intelligent Process Automation (IPA) to address various work backlogs

- PMO critical projects to success
- Cloud spend monitoring
- Real-time analytics and reporting to new business requirements
- Enable Security Operation Centers (SOC)
- Design Thinking and innovative problem solving for evolving requirements
- Fraud, privacy and compliance application monitoring
- Agile software deployment and DevSecOps
- Automation and Reporting

- Issue Management Triage
- Move to cloud to increase operational resilience
- NextGen compliance and monitoring
- Microsoft Office 365 security review
- Information security risk assessments and monitoring
- Cyber threat resiliency
- Process mining for optimization
- Develop robust onboarding / off-boarding tools to manage risk efficiently

- Develop strategy, plan and manage resilience plan
- Capture results in real time to inform after-action efforts
- Managed application support
- Monitor and manage operational Resiliency risks
- Resource support to deploy existing resilience plans
- Develop compliance plan to ensure meeting regulatory requirements

# CIO RESOURCES TO NAVIGATE IN A DYNAMIC WORLD

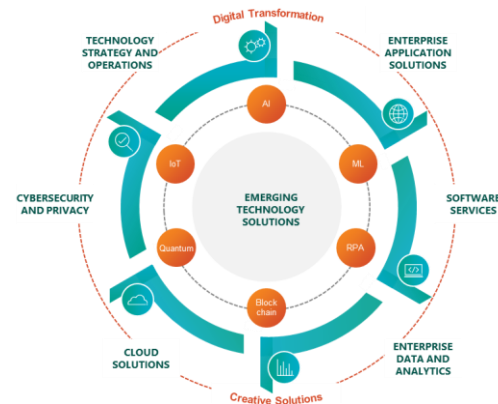
	CRISIS IMPACT AREA	RESOURCES
	<b>Crisis Management and Response</b> Establishing a crisis management team and stakeholder responsibilities; developing agility	<ul style="list-style-type: none"> <li><a href="#">Coronavirus Forces a New Approach to Crisis Management</a></li> <li><a href="#">Securing Your Organization's Assets in the Face of Crisis</a></li> <li><a href="#">Keeping Remote Workforces Safe and Secure Part 1 / Part 2</a></li> </ul>
	<b>People Safety, Productivity and Success</b> Prioritizing employee safety; developing a resilient and remote workforce while driving success	<ul style="list-style-type: none"> <li><a href="#">Leading remote teams in times of uncertainty</a></li> <li><a href="#">The People side of COVID-19: The Ultimate Test of Operational Resilience?</a></li> </ul>
	<b>Technology Enablement and Resilience</b> Ensuring technology availability and security for a mobile workforce; leveraging automation for efficiencies	<ul style="list-style-type: none"> <li><a href="#">Working Remotely? Microsoft Teams Can Help</a></li> <li><a href="#">A CISO Agenda for Addressing COVID-19 Challenges</a></li> </ul>
	<b>Resilient Operations, Continuity and Supply Chain</b> Continuity planning for agile operations; managing third-party risks; driving critical processes	<ul style="list-style-type: none"> <li><a href="#">Respond and Learn: COVID-19 Disruption Provides Opportunities to Improve Operational Resilience</a></li> </ul>
	<b>Governance, Financial Discipline and Liquidity</b> Establishing financial models, managing investment and addressing financial reporting requirements	<ul style="list-style-type: none"> <li><a href="#">COVID-19 Impacts on Accounting, Reporting and Internal Controls</a></li> <li><a href="#">How Is COVID-19 Affecting Your Financial Statements?</a></li> </ul>
	<b>Regulatory and Government Actions</b> Responding effectively and efficiently to changing regulatory requirements and government actions	<ul style="list-style-type: none"> <li><a href="#">How Is COVID-19 Affecting Public Reporting Outside The Financial Statements?</a></li> </ul>

For latest insights and external resources visit [Protiviti.com/COVID-19](https://Protiviti.com/COVID-19).

## EXAMPLES OF HOW WE ARE PARTNERING WITH OUR CUSTOMERS

- **Operational Resilience / Business Continuity Management**
- **Variable Workforce Options**
- **Collaboration Tool Deployment/Optimization**
- **Website Performance Optimization**
- **Vulnerability Scanning / Pen Testing and Various Security Assessments**
- **Intelligent Process Automation to manage evolving organization changes**

## HELPING ORGANIZATIONS BE MORE RESILIENT



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