

THE EVOLVING ROLE OF THE HEAD OF RESILIENCE

CRITICAL DISCUSSION POINTS IN THE EVOLVING WORLD

Key Challenges

RESPOND

- Are employees safe?
- Are the governance aspects of response programs/ plans intact and working as designed?
- Are there real-time lessons to be learned from tracking?
- Where are the key-man, key-vendor, and key-technology vendor risks?
- Will others' response and upcoming return-to-work plans be considered?

PLAN AND CONTROL

- Is there a need to formalize and build out response functions or initiatives (e.g., Command Centers)?
- What is the transition plan for returning to normal, considering distinct resources will be on differing schedules, e.g., supply chain, dispersed personnel, vendors, etc.?
- Are there steps to take now, based on utilization, to rationalize and streamline application portfolio?
- How is resilience being integrated into current processes and initiatives?

OPTIMIZE AND FIX

- What is the 'new normal' and what is the implication to BCM, ITDR, and Operational Resilience (OpRes) programs and strategies?
- Are there tools that need to be evolved (e.g. EMNS/ BCMS) or leveraged differently?
- Looking forward to Operational Resilience compliance needs, where will the organization enhance BCM activities vs. building a new OpRes function?
- Will the organization plan for technology evolution as part of building resilience into processes and 'building with BCM in mind'?

"NEW NORMAL"

- Once COVID crisis ends or is controlled, what needs to be our top priorities?
- Do we need to conduct studies for future contingencies?
- How has regulation and other key dates altered for 2020?
- Will executives and regulators require "Resiliency on steroids" standards be implemented?
- Do I need to complete any transformative change in workplace design – fresh look at facilities, offshoring, processes, etc.

What to Prioritize

- OpRes and BCM SMEs with fully remote capabilities
- Key personnel risk identification
- Command center mobilization and support
- Real-time reporting and dashboarding
- Virtual facilitation of lessons learned to share experiences, learn from others, and begin planning a 'Return To The Office' approach

- Backfill knowledgebase as needed
- Scenario planning for re-entry to 'new normal'
- Build system procedures and training for each dimension of resilience and continuity programs
- Assess vendors for potential service disruption or issues
- Survey departments to assess current state and address emerging issues
- Capture results in real time to inform after-action efforts

- Command center support for Return To The Office (RTTO)
- Methodologies defined for front-to-back mapping of important business services
- Develop improvement strategy for BIA and resumption plan revisions
- Consider technology enablement gaps and options for resilience efforts going forward
- Technology enablement with business continuity tools and platforms
- Connect with best of breed tools and accelerators
- Resilience Program Assessment

- Design & Build of go forward Operational Resilience Program management and resource support to deploy existing resilience plans
- Develop strategy and project plans for a defined set of 'extreme but plausible' scenarios
- Methodologies defined for Important Business Services, Defining Impact Tolerances and Economic Impacts
- Integrate Resilience Program Assurance into audit plans

HEAD OF RESILIENCE - RESOURCES TO NAVIGATE IN A DYNAMIC WORLD

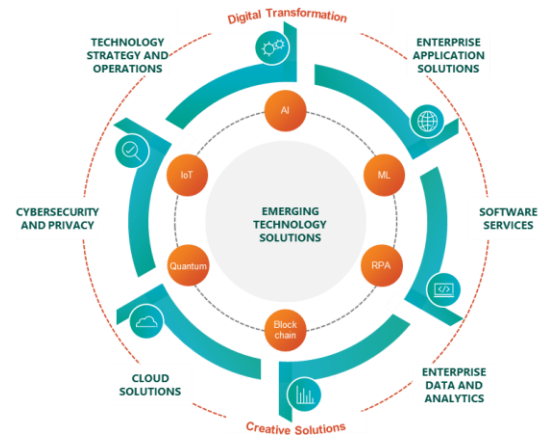
	CRISIS IMPACT AREA	RESOURCES
	Crisis Management and Response Establishing a crisis management team and stakeholder responsibilities; developing agility	<ul style="list-style-type: none"> Coronavirus Forces a New Approach to Crisis Management Board Oversight Responsibilities During the COVID-19 Crisis Keeping Remote Workforces Safe and Secure Part 1 / Part 2
	People Safety, Productivity and Success Prioritizing employee safety; developing a resilient and remote workforce while driving success	<ul style="list-style-type: none"> Reemergence Planning – A Sound Strategy After a Crisis The People Side of COVID-19: The Ultimate Test of Operational Resilience? Remote Workforce Challenges: Managing Employee Productivity
	Technology Enablement and Resilience Ensuring technology availability and security for a mobile workforce; leveraging automation for efficiencies	<ul style="list-style-type: none"> A CISO Agenda for Addressing COVID-19 Challenges Leading remote teams in times of uncertainty Five C's for Cost Savings in the Cloud
	Resilient Operations, Continuity and Supply Chain Continuity planning for agile operations; managing third-party risks; driving critical processes	<ul style="list-style-type: none"> The COVID-19 Outbreak: Is Your Business Immunized Against Supply Chain Disruption? Respond and Learn: COVID-19 Disruption Provides Opportunities to Improve Operational Resilience
	Governance, Financial Discipline and Liquidity Establishing financial models, managing investment and addressing financial reporting requirements	<ul style="list-style-type: none"> COVID-19 Impacts on Accounting, Reporting and Internal Controls How Is COVID-19 Affecting Your Financial Statements?
	Regulatory and Government Actions Responding effectively and efficiently to changing regulatory requirements and government actions	<ul style="list-style-type: none"> How Is COVID-19 Affecting Public Reporting Outside The Financial Statements? Technology Innovations Cut PPP Processing by 85% and Increase Accuracy

For latest insights and external resources visit Protiviti.com/COVID-19.

EXAMPLES OF HOW WE ARE PARTNERING WITH OUR CUSTOMERS

- Return to the Office Strategy Development
- Key-Personnel Risk Identification
- Vendor Management and Service Level Monitoring
- Business Continuity Plan Activation Support
- Crisis Management Team Advisory

HELPING ORGANIZATIONS BECOME MORE RESILIENT



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