



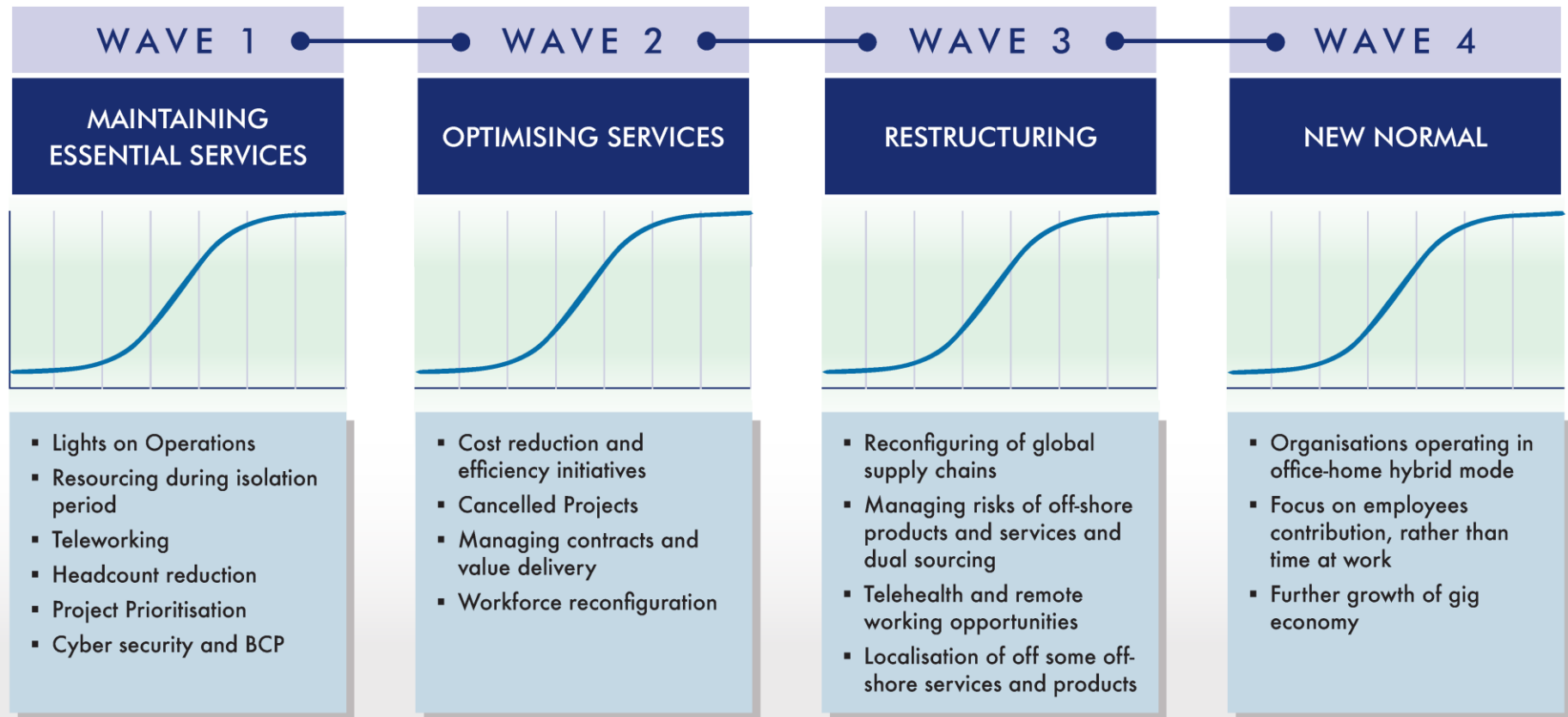
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# COVID -19 Survival Kit



# Taking the long term view of the COVID-19 crisis

COVID-19 has already had severe global impacts even though the total impact is yet to be fully dimensioned. Further restrictions are foreseen in Australia. Its implications will be long term and disrupt the way we conduct business in future and the way we interact socially and a 'new normal' will emerge. No business will be immune and during this dislocation both challenges and opportunities will arise. At IBRS we believe that it is critical to take the long view on how the crisis will evolve and be prepared for the waves of change which will follow.



# Managing the here and now

Many CIOs have already taken action in maintaining essential services. However to be truly effective in supporting organisational priorities CIOs need to be focusing on a number of areas.

- Maintaining essential services during isolation period
- Working from Home
- Cyber Security and BCP
- Project prioritisation
- Cost Optimisation
- Leading in a crisis

# Maintaining essential services

- Partition staff into teams and rotate teams to manage the risk of total team infection
- Focus on critical services for lights on-operation, e.g. service desk, network, backup and recovery, application support etc.
- Reduce service levels on non essential services
- Identify additional resources- retired contractors, ex-staff in order to mitigate resources risks

# Working from home

- Develop policies and guidelines that allow staff to work from home. For example employers may choose to provide staff with computers or ergonomic equipment.
- Provide a scalable, secure VPN solution
- Hold virtual meetings using video platforms such as Zoom or Google Hangouts
- Set objectives and milestones as in a normal work-environment
- Allow flexibility for staff to adapt to the new environment

# Cyber Security and Business Continuity

- Organisations need to keep their systems updated and patched, particularly Virtual Private Networks, firewalls and device desktop/laptop/mobile software.
- Implement multi-factor authentication (MFA) for remote access systems and resources (including cloud services).
- Consider Mobile Device Management (MDM) software to manage and secure mobile devices.
- Run awareness campaigns to communicate to staff the dangers of malicious emails and how to detect socially engineered messages related to Covid-19.
- Remind employees of the types of information that they need to safeguard - confidential business information, customer information.
- Do not allow sharing of work computers and other devices at home.
- Review BCP and DRP plans and test them

# Project Prioritisation

- In the current environment reprioritisation of current projects is essential and will be driven by either cost pressures or resource availability
- Review the project portfolio and classify projects into 'Accelerate', 'Continue', 'Stop' or 'Defer'
- Have clear selection criteria for each project including
  - Business value/strategic
  - Business Impact
  - Chances of success and resourcing risks/requirements
- Involve senior business executives and sponsors in the decision process.

# Cost Optimisation

- Prepare for a probable business recession by identifying areas of cost reduction/optimisation
- Review major contracts and service levels
- Review discretionary expenditure
- Redeploy staff where possible or consider options such as unpaid leave.



# Leading in a Crisis

- Communicate with all staff on a more frequent basis with authenticity and transparency. Explain the rationale for decisions
- Communicate positively with confidence and reinforce purpose and goals. Create certainty as much as possible.
- Listen to staff concerns and manage the morale by managing the human element.
- Walk the talk
- Seize opportunities. Some critical skill sets may become available in the marketplace which are surplus to other organisations.
- Plan and prepare for post COVID-19

**That is the most important job of leaders in a crisis!**



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