

WORKPLACE STRATEGY AND BUSINESS RESILIENCE:

KEEPING THE WORKPLACE PRODUCTIVE DURING A CRISIS

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March 20, 2018

**It takes years
to build a
business**

**but only
minutes
to lose it**

If you're not prepared when a crisis hits

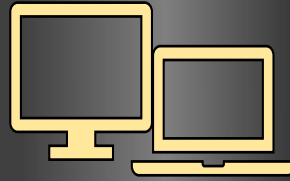
Business Resilience is the ability an organization has to quickly adapt to disruptions while maintaining continuous business operations and safeguarding people, assets and overall brand equity.



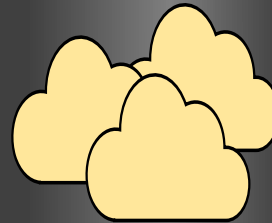
\$4 Trillion Industry
biggest future
50 Billion Connected
challenge
Devices

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Predictions for Cybersecurity as the Internet of Things Adoption Grows



CYBER ATTACKS WILL
INCREASE VIA DATA ACCESSED
FROM THIRD PARTY VENDORS



MORE HACKERS WILL
TARGET CLOUD DATA
COLLECTED BY IOT
DEVICES




EMPLOYEES WILL BE
COMPANIES BIGGEST
THREAT

Global ransomware damage costs are predicted to exceed \$5 Billion in 2017 – a 15X increase in two years, and expected to worsen


Cyber attacks

A person wearing a dark hoodie is shown from the chest up, sitting at a desk and typing on a laptop keyboard. The person's face is obscured by the hood. The background is dark, and the overall tone is serious and mysterious.


Risk will be our biggest future challenge

A close-up of the top of a police car with blue and red flashing lights. The background is a blurred city street at night with colorful bokeh lights.

Political instability

An aerial view of a city with a large plume of white smoke or dust rising from the ground, obscuring parts of the buildings and streets.

Terrorism

A dramatic sky with dark, swirling clouds and bright purple and white lightning bolts striking down.

Extreme weather

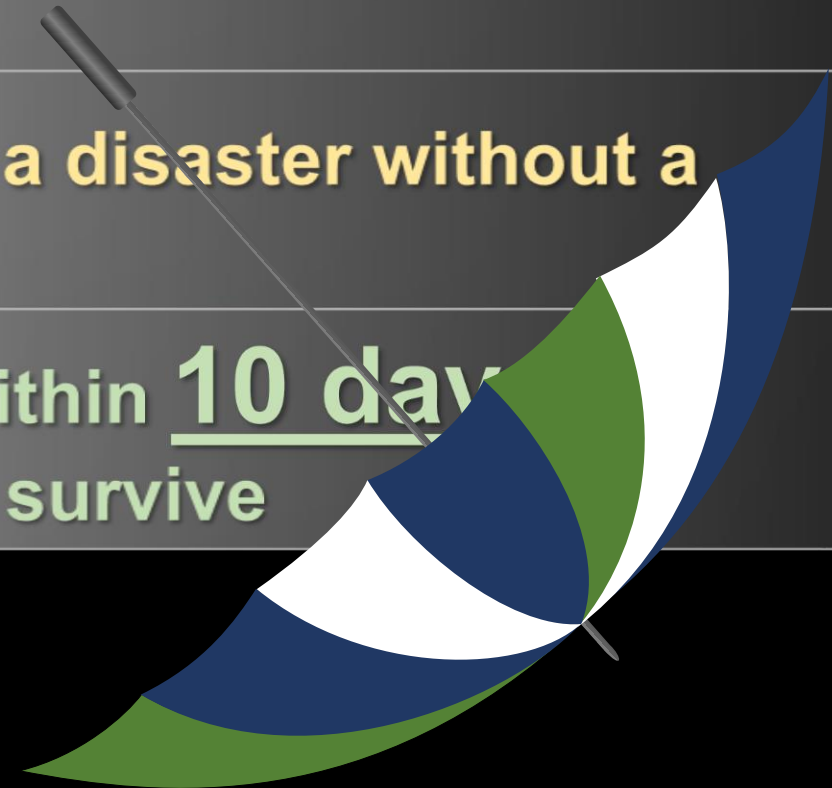
The Risk of Ignoring Business Resilience

48% of business owners have no plan in place

75% of companies without a plan fail within three years after facing a disaster

40% to 60% of businesses disrupted by a disaster without a plan, never reopen

Companies that cannot resume operations within 10 days after a disaster's first impact are not likely to survive



Companies with a plan versus companies without

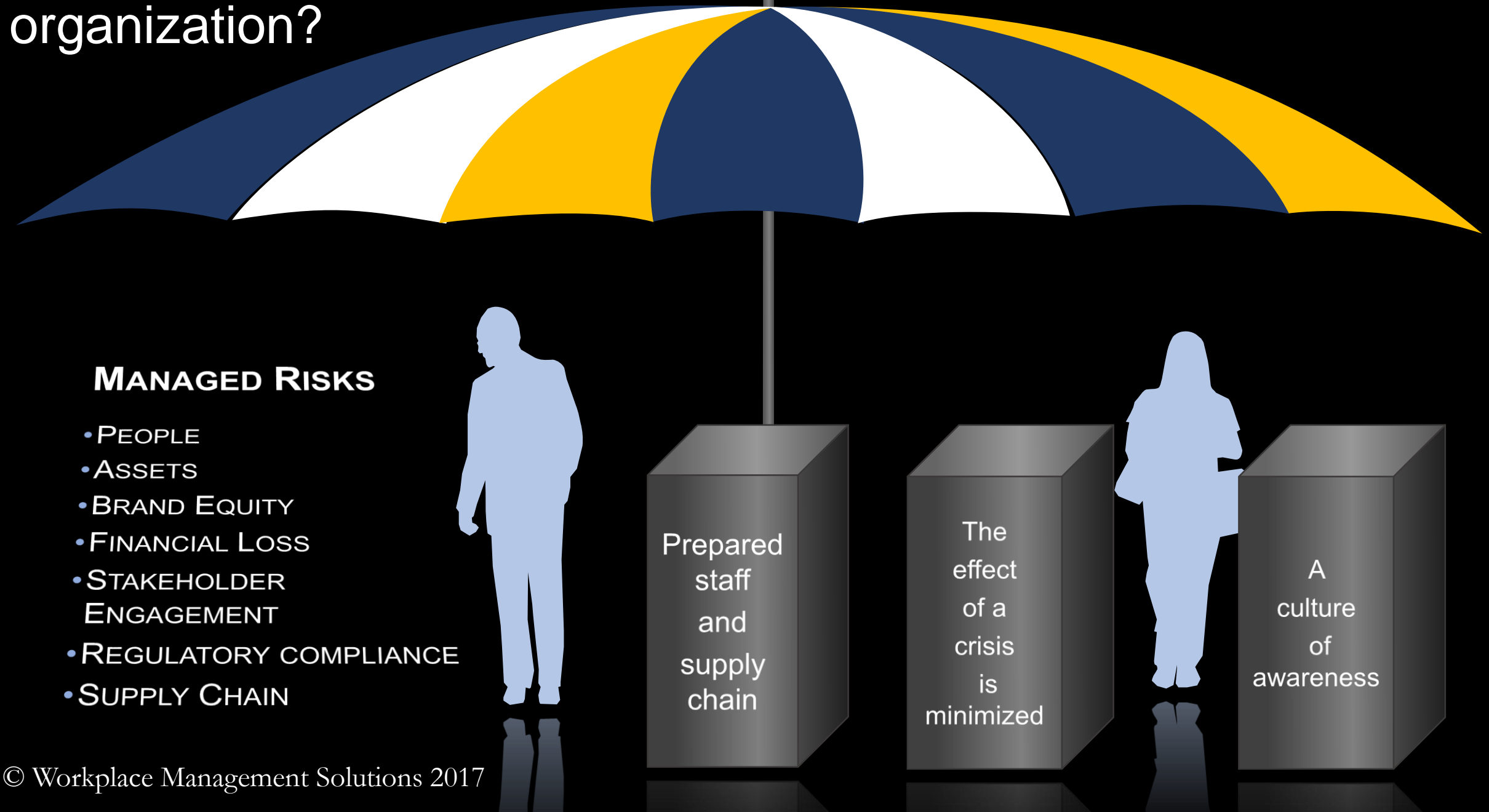


- RECOVER FASTER THAN COMPANIES WITHOUT
- ARE THE LEAST LIKELY TO DEVELOP COMMUNICATION PROBLEMS WITH THEIR STAKEHOLDERS

- TAKE LONGER TO RESPOND TO AN EMERGENCY
- MAKE MORE INCORRECT DECISIONS IN THE EARLY STAGES OF A DISASTER



What Does a Business Resilience program mean for your organization?



Business Resilience

LEADERSHIP AND CULTURE

Culture of Awareness

Change
Management

Governance

BUSINESS CONTINUITY AND CRISIS MANAGEMENT

Crisis
Communications

Training & Testing

Incident Command

Business Continuity

IT Disaster Recovery

Supply Chain
Resilience

Pandemic
Planning

SECURITY AND EMERGENCY SERVICES

Physical
Security

Emergency
Planning

Workplace Violence

Cyber
Security

Information
Security



What can you do? | as a Workplace Strategist to support business resilience?



What's in your Business Continuity Plan?



How is your Workplace Strategy connected to your Business Continuity Plan?



What are the critical functions that need to be up and running in a crisis?

CCRC Business Unit Recovery Prioritization Matrix

Level	Business Unit
Infrastructure	Human Resources
Infrastructure	Information Technology
Infrastructure	Facilities
1	Operations
1	Communications
1	Customer Support
1	Finance
1	Head Start
1	Case Management
1	Provider Payments
2	Resource & Referral
2	Subsidy - Customer Support
3	Research
3	Compliance
3	Internal Audit

Level 1=Business Critical
Level 2=Important
Level 3=Non Essential
during a crisis



People: who, where and when in a crisis?

- Who needs to be there?
- When do you need them?
- Where do they need to be working?
- Who can work from home?
- Who will be on call?
- Who can work in shifts?
- Who are you going to move out to make room for critical operations?

How many seats?

- First day
- First Week
- First 3 weeks
- Beyond 3 weeks





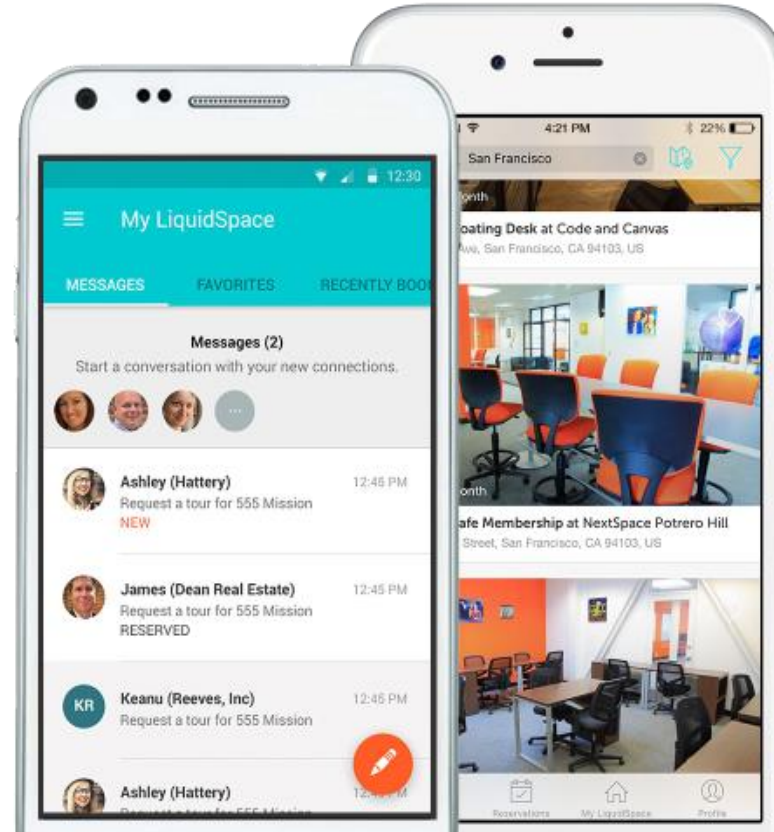
What is your plan,
if HQ is red tagged?

Where and how will you
ramp up staffing?




What are your
contingency plans?

How quickly can
employees be up
and running?



Do you have adequate alternate sites?



Temporary Space

- Pre-negotiated
- Co-working
- Business partner
- Vendor
- Local hotel/university

Recovery Sites	Alternate Site	Description	Readiness	Cost
	Mirrored Site	Fully redundant, identical equipment and data	Highest level of availability and readiness	Highest
	Mobility Site/Trailer	Designed, self-contained IT and communications	Variable drive time, load data and test systems	High
	Hot Site	Fully provisioned IT and office, HVAC, infrastructure and communications	Short time to load data and test systems. May be yours or vendor staff	High
	Warm Site	Partially data equipped, some office, data and voice, infrastructure.	Days or weeks. Need equipment, data, communications	Moderate
	Cold Site	Minimal infrastructure, HVAC	Weeks or more. Need all IT equipment and communications	Lowest

Cost of alternate sites

Recovery sites usually charge an annual fee

Multiple year contracts

Payment is obligatory whether you have a disaster or not

Reducing the number of required seats, will reduce the annual fee

Declaration fee

Workstation rental fees charged no matter how many are used

Miscalculating seating requirements results in higher rental fees

“A company with 1,000 employees earning the average United States salary (about \$50,000) **would lose \$250,000 a day** if its people couldn't get to work and were not trained to work at home.”

-Kate Lister, Global Workplace Analytics

Remote Worker Program? |



Business Resilience is a driver for home office working

WORK on the MOVE

How Social, Leadership and Technology Innovations are Transforming the Workplace in the Digital Economy



Calgary is resilient: city joins 100 others in Rockefeller Foundation network

Mayor Naheed Nenshi said although resilient, Calgary can do better with the 100 Resilient Cities membership

metro
metronews.ca

By: **Helen Pike** Metro Published on Wed May 25 2016

METRO FILE PHOTO



IFMATM

International Facility Management Association

Empowering Facility Professionals Worldwide

Hurricane Harvey September 2017

Remote workers and their managers had the tools, technology and training needed to communicate and collaborate in a disaster.



Image courtesy



How will you provision employees during a crisis?

- Connectivity
- Technology
- Furniture
- Collaboration tools
- Food service
- Disaster supplies
- Security access
- Transportation

Pandemic Planning

“In a severe pandemic, absenteeism attributable to illness may reach 40% during the peak weeks of a community outbreak.

Telecommuting is a key disease contaminant strategy”

-US Department of Homeland Security



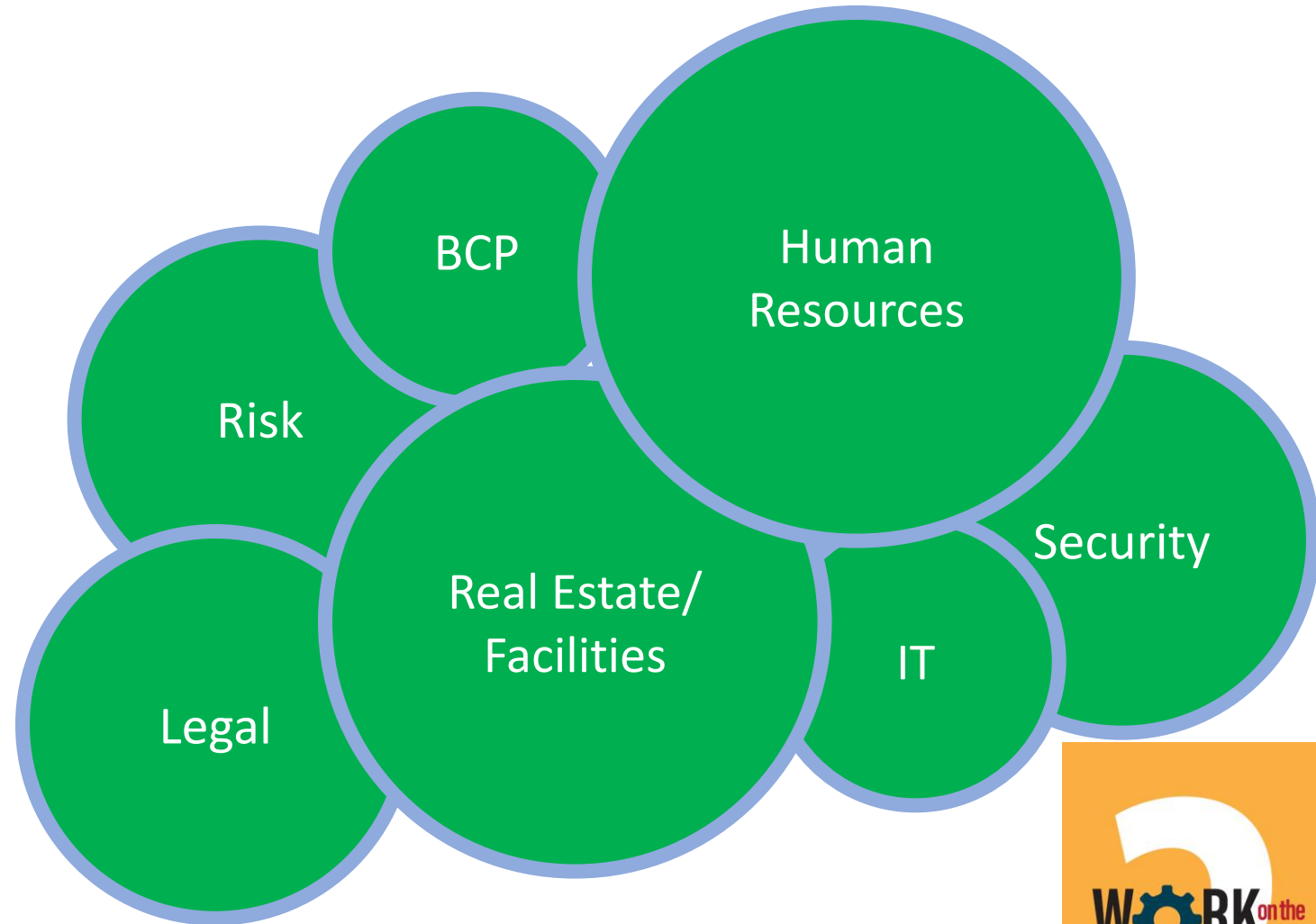
What can you do if you have gaps in your plan?

- Craft alliances
- Create a plan
- Mitigate disasters
- Test your plan
- Community partnerships



Craft Alliances

- Co-create a plan
- Governance
- Roles/Responsibilities
- Reporting
- Metrics
- Communication





Target CEO out after
massive cyber attack

Disaster Mitigation – Cyber Threat

- Supply chain resilience
- Cyber policies/contract – vendors
- Password policies
- Auditing
- Vulnerability Assessment

110 mn

bits of customer data stolen

\$61 m

loss in fourth q

Supply Chain Resilience

- General Contractor
- Architects/Engineers
- Recovery Services
- Furniture
- Food Service
- Amenities
- Facility Services



Mitigation – Site Selection Process

- Understand hazards (hurricanes, snowstorms)
- Flood zones
- Earthquake maps
- Infrastructure
- Political climate
- City emergency resources
- Health care systems
- Who's in the neighborhood?



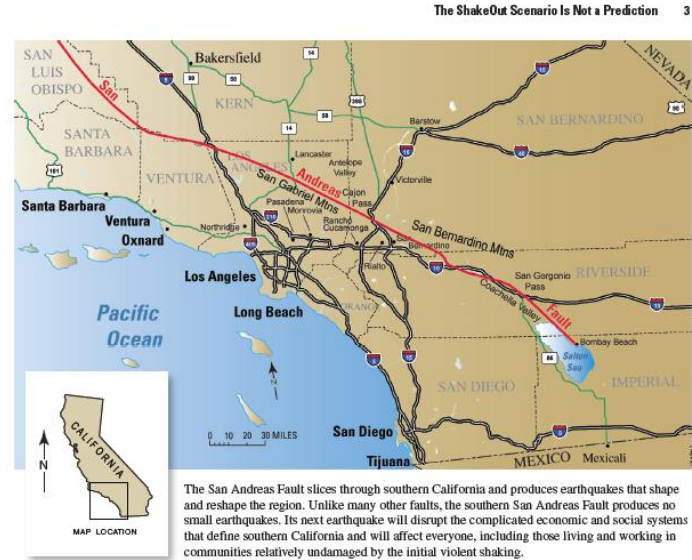
In 2013

Natural disasters
displaced
more people
than
war



Thought-provoking discussion
Royal Geographical Society
www.21stcenturychallenge.org

Source: Global Estimates 2014: People displaced by disasters



HQ Location



How do you
test your
plan?



I hear and I forget. I see and I remember. I do
and I understand.


(Confucius)

Why Test?

Exercise Philosophy and Expectations

Success = Learning +
Finding Improvement Items +
Response



The background image features a hand holding a small globe. A large umbrella with blue, white, and yellow segments is positioned over the globe. Several circular icons are connected to the globe by lines, depicting various scenes: a globe, a group of people on a path, a cityscape, a globe, a group of people, a globe, and a globe. The text is overlaid on a semi-transparent grey circle on the left side of the image.

What role does your
workplace strategy play in
business resilience?

In this world of uncertainty
business resilience is a path
forward in preparation for the
unknown

Thank You



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We make business resilience a
way of life at your company