

BCP Planning and Execution During a Pandemic



MAY 6
2:00 p.m. – 3:00 p.m.

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Featuring:

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1. Pandemic Planning

2. Supporting a Remote Workforce

3. Key Considerations: Lessons Learned



**PANDEMIC
PLANNING**

Q:

Does your company
have a **business
continuity plan?**

- a) Yes
- b) No
- c) I don't know

Q:

Prior to 2020,
did your company
have a **pandemic-
specific, business
continuity plan?**

- a) Yes
- b) No
- c) I don't know

General impact-based business continuity plans are not good enough

These plans don't account for global pandemic-specific requirements:

- Long duration + changing risk profile
- Employee absenteeism + quarantine
- Supply chain shortages + disruptions
- Partner + third-party service disruptions
- Customer service disruptions
- Government-mandated closures, travel bans, etc.
- Inability to transfer workloads to another site; all locations impacted
- Entire company working remotely; technology and people management challenges

“ Do you have documented business continuity plans that address specific risk scenarios (i.e., pandemic, winter storm, terrorist event, etc.)?”

Yes, we have a mix of scenario-based and impact-based (e.g., loss of staff or loss of facilities)

52%

No, we have impact-based BCPs

34%

Yes, BCPs are scenario-based

8%

No, we do not have documented BCPs

6%

Base: 124 business continuity decision-makers and influencers
Source: Forrester/Disaster Recovery Journal 2018 Global Business Continuity Preparedness Survey

Q:
**Who at your
company is leading
your COVID-19
task force?**

- a) CEO/COO
- b) Technology executive
- c) HR executive
- d) Financial executive
- e) I don't know

Step 1: Build the Response Team

Ensure you have an executive sponsor from the C-suite, start with your core BC response team and add:



HR plays an outsized role in planning and often leads the response because it has an outsized impact on employees.



Business leads are best equipped to identify dependencies, evaluate impact and implement workarounds and specific contingencies.



Technology executive provides technology that enables reliable communication, collaboration, access to applications, etc. for all employees — on-site, remote, quarantined, etc.



Sales and customer service executives need to ensure they work directly with critical customers and plan for possible disruptions in customer service.



CMO needs to ensure the company is communicating externally with customers, partners and the public about the steps it is taking, its readiness, etc.

An updated business impact analysis is essential to a robust plan



Sources of reliable information about the pandemic



Critical business dependencies, resources and inputs by function and location



Customer relationships



Supply chain and third-party relationships



Essential employee roles and responsibilities

Your BIA must account for multiple future scenarios



Different rates of employee productivity working remotely and absenteeism



Travel restrictions, public closures and cancellations (e.g., schools, transportation, etc.)



Supply chain and other inventory shortages



Demand increase or decrease for your products and/or service

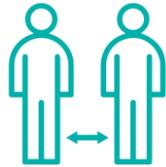


Financial viability/insolvency of critical third-party relationships

Step 3: Develop the Plan Specifics



Communication strategy



Preventive measures (travel restrictions, social distancing, facility cleaning and hand sanitizers)



Product/service/process contingency plans (supply chain disruptions, workarounds, etc.)



Changes to and tracking of employee sick leave and work-from-home policies



Employee cross-training, succession planning and outsourcing



Technology and security to support workforce continuity/remote work



Technology to support crisis and emergency communication



Training and awareness



Legal guidance



Facilities management

Considerations Coming out of the Pandemic



Decisions on returning to the office will be location-specific with a phased-in approach



Possibly permanent changes to approaching travel and using more virtual technology tools



Continued social distancing and sanitization of work areas



Take the time to conduct a lessons learned exercise and make BCP improvements



Plan for a second wave of the pandemic in fall/winter

The background features a stylized DNA double helix. The two strands are represented by thick, glowing ribbons in shades of blue, green, and purple. The base pairs are shown as thin, vertical lines connecting the strands, with some appearing as small circles or dots. The overall effect is a dynamic, colorful representation of genetic information.

SUPPORTING A REMOTE WORKFORCE

Q:

What % of your workforce is **currently working from home** as a result of the pandemic?

- a) Less than 25%
- b) 25% – 50%
- c) 50% – 75%
- d) Greater than 75%
- e) I don't know



**Stop trying to
replicate this**

Technology Considerations



Laptops, desktops and/or remote access from employee-owned devices



Peripherals: mouse, keyboard, power cords, printers, etc.



Phone system



System/software access



Internet access



Security

**You'll need
to make time
for this**



Be mindful
of **when** you
do your
best work



Key Considerations: Lessons Learned

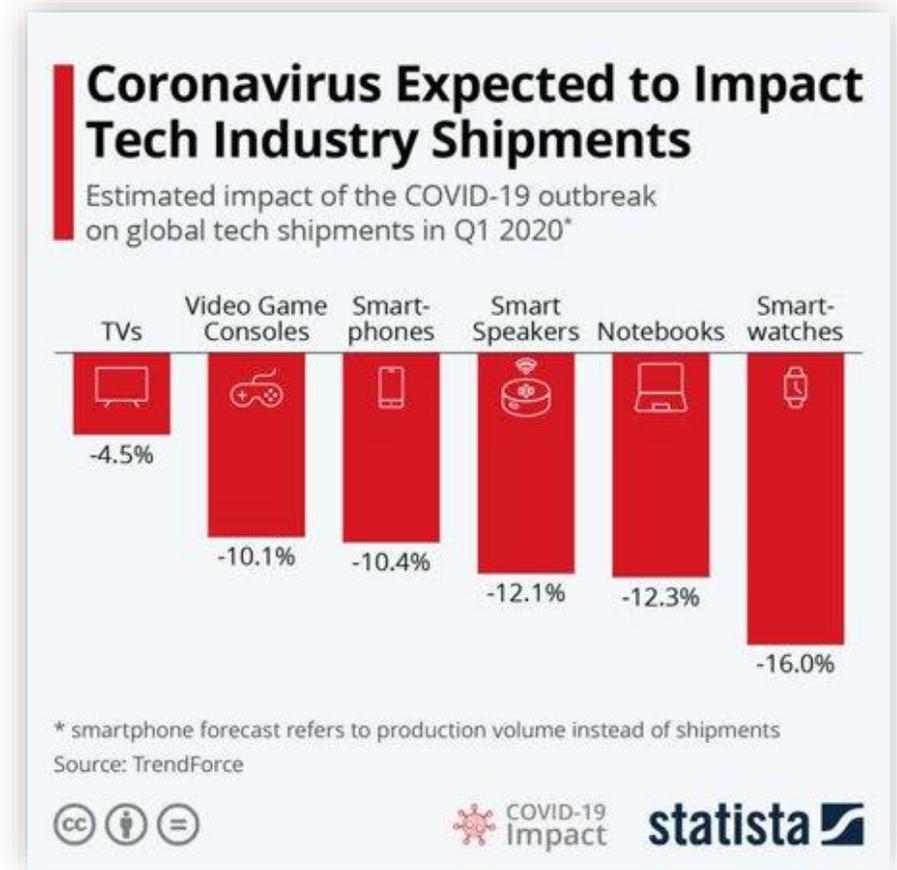
Q:

What parts of your pandemic plan **had to change in flight** as a result of this global pandemic?

- a) Suppliers
- b) Succession/chain of command
- c) Travel
- d) Employees' availability to work

Don't make assumptions about your partners and third parties

- **Suppliers and partners are facing the same threat:** absenteeism, supply chain disruptions and travel restrictions
- **Some partners will have unique impacts** (e.g., cloud providers facing spikes in demand/usage)
- **You must proactively ascertain** their readiness, understand current capabilities and new service levels, etc.



Key Considerations

It's critical to have a succession plan in place for your execs and response team members



Everyone is susceptible to COVID-19, and everyone has friends/family who are susceptible.



Every executive and response team lead should have a backup and must be a part of the daily response team meetings.



The backup should have full authority and respect of their peers to make decisions.

Key Considerations

Be specific and prescriptive about travel restrictions



Don't be vague, e.g., “Use your judgement.”



List specific **travel restrictions** to/from locations.



Update the list of travel restrictions frequently **based on new risk intelligence**.



Request **self-quarantine after travel** to/from highly infected areas.



Consider **limiting** all nonessential travel.



Assess travelers (customers, partners, etc.) to your physical locations and events.



Assess your own events (cancelations or converting to virtual events).

Don't assume all your employees can work from home



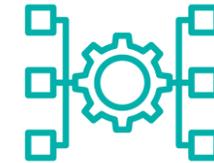
Remote work can be an option for primary workforce

- This is often the primary continuity strategy
- Define WFH culture if you don't already have one
- Be clear about what's expected and what's acceptable



Not all work can be performed from home

- Frontline workers (e.g., retail and hospitality)
- Facility workers (e.g., fulfillment centers, manufacturing line, etc.)
- Physical laptop/desktop repair
- Mailroom operations
- Be aware of corporate culture considerations



Workforce continuity strategy must be robust and flexible

- Recruitment of contract workers
- Cross-training employees in multiple roles/responsibilities
- Succession planning
- Workload rotation (rotating certain functions/customer service to other regions)
- Closure/reduction in services

Summary



Having a global, pandemic-specific business continuity plan is critical.



Provide technology to enable and support the needs of your employees to make sure working from home is effective.



Conditions in a pandemic will change frequently — ensure your business continuity plan can be fluid and flexible with the changing dynamics.



Be mindful of the needs and support your employees as they balance work, family and the stress of living through a pandemic.

Q&A



**THANK YOU
FOR ATTENDING**

