COVID-19: Developing your Business Recovery Plan
Be prepared to flex as the organization's unique COVID-19 experience unfolds

Human Resources
Protect employees' health & wellbeing, workforce planning, talent & rewards (Benefits, Retirement, Compensation), Human Resource policies and Communications to ensure the COVID-19 Return to Workplace aligns with needs of employees and the business

Business Operations
Focus on operational readiness of the business and the workplace to resume operations. Ensure customers are ready to consume and suppliers are ready to supply; ensure locations, processes, business systems, equipment, facilities are prepared and operational; pay attention to liquidity and financial flexibility; identification of new business opportunities

Risk Management / Legal & Ethical
Manage risk and insurance needs as the operations resume. Reassess exposure changes, claims and strategies to mitigate risk. Consider legal and financial implications of restoring the business including policies for employee relations, regulatory/legislative updates, privacy etc.

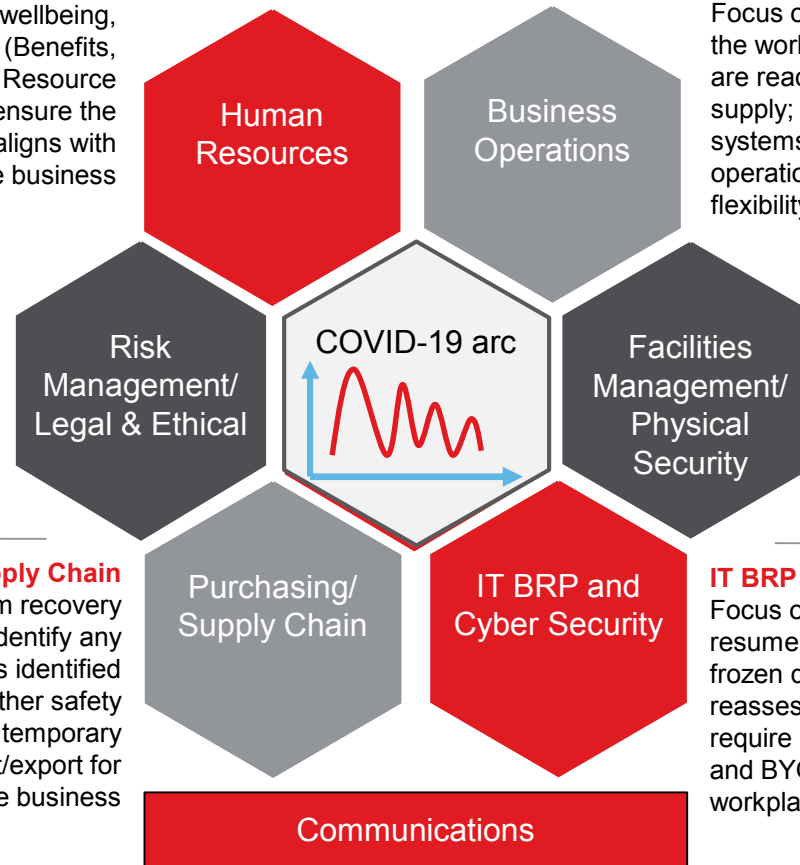**Facilities Management / Physical Security**
Prepare possibly idled facilities to receive employees and customers, ensure cleanliness and sanitation, review security controls for deliveries and visitor/vendor screening, reassess security posture against refreshed understanding of risk environment for employee footprint and the business for COVID-19 and other risks

Purchasing / Supply Chain
Re-engage with suppliers to confirm recovery priorities and production/capacity levels, identify any adjustments required to audit and address identified gaps, confirm quarantine requirements or other safety protocols for suppliers/materials, identify temporary government restrictions on import/export for geographies involved in the business

IT BRP and Cyber Security
Focus on IT BRP (business resumption planning) to resume priority IT system functions which may have been frozen due to emergency work-from-home protocols, reassess cyber risk profile to identify changes that may require attention, identify control gaps for authentication and BYO device security that may arise with return to workplace, surveil for and respond to cyber threats

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Business Operations
Risk Management/ Legal & Ethical
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Facilities Management/ Physical Security
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Communications

Communication binds everything together

Note:
For employers with footprint that includes US, consider impact of CARES Act and other federal, state, and/or local legislation before taking action.
For employers with footprint that includes other countries, consider impact of any local legislative/regulatory changes before taking action.

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