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How to Prepare for New Threats – Are you Ready?

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Traditional Threats

What do we think of when conducting a risk assessment?

Natural Threats	Fire, Flood, Hurricane, Tornado, Drought
Human Threats	Bomb/IED, Terrorism, Theft, Vandalism, Shooter, Political/Civil Unrest
Technical Threats	Power outage, Cyberterrorism, Server downtime

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Let’s address the Elephant in the room

- We will discuss COVID-19
- But we cannot take or eyes off the ball from other risks
- Other secondary risks from Pandemic

We will not be covering Alien Invasions…

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Or a Zombie Apocalypse…

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Or an Armageddon

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What are some of the new threats we face?

- Ransomware/Cyberterrorism
- Pandemic (not new, but very relevant *NOW*)
- Climate Change (and its impacts)
- Trade wars
- Brexit
- GDPR, or similar major privacy changes
- Social media misinformation
- Political/Civil unrest – Supply Chain dependency
- Brand/Reputation Management

Examples of Black Swan events

- Brexit
- 9/11
- Fukushima Accident
- Dot Com crash of 2000
- 2008 Housing Market Crash
- 2014 Crude Oil Crisis
- COVID-19

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How do we prepare for the *unpreparable*?

- What metrics can we gather and how do we assess?
- Predicting Black Swan events – impossible?
- Looking at layered impacts
- Redefining a comprehensive response
- Increasing agility
- “Diversifying your portfolio”

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What metrics can we gather and how do we assess a risk?

What do we normally assess as a risk?

- **Threat**
- **Likelihood**
- **Vulnerability**
- **Impact**
- **Actors**

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In a Black Swan or unpredictable event…

What do we normally assess as a risk?

- ~~Threat~~ In a Black Swan event, we don't know where the threat comes from
- ~~Likelihood~~ It's unlikely, which is why it's a Black Swan
- ~~Vulnerability~~ We can't assess how vulnerable we are to a threat that we can't see
- ~~Impact~~ We don't know the impact without the availability of any data about the threat
- Actors – Are the only thing we have that are tangible, to start with

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Thinking outside of the box

When Brigadier General Billy Mitchell proposed early in the 20th century that airplanes might sink battleships by dropping bombs on them, U.S. Secretary of War Newton Baker remarked, "That idea is so damned nonsensical and impossible that I'm willing to stand on the bridge of a battleship while that nitwit tries to hit it from the air."

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Define new metrics on new methodology

Conduct

- Conduct scenario-based planning

Assemble

- Assemble a focus group and don't brainstorm based on current experience, but instead adopt a layered approach

Expand

- Expand the scope to a wide range of possible scenarios

Factor

- Include factors that include potential actors, political events, acts of war, virus outbreaks/cyber-terrorism, nuclear accidents, mass shootings, financial dependencies

Evaluate

- In your risk assessment, evaluate vulnerability as you would when conducting a BIA

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Political Unrest Scenario

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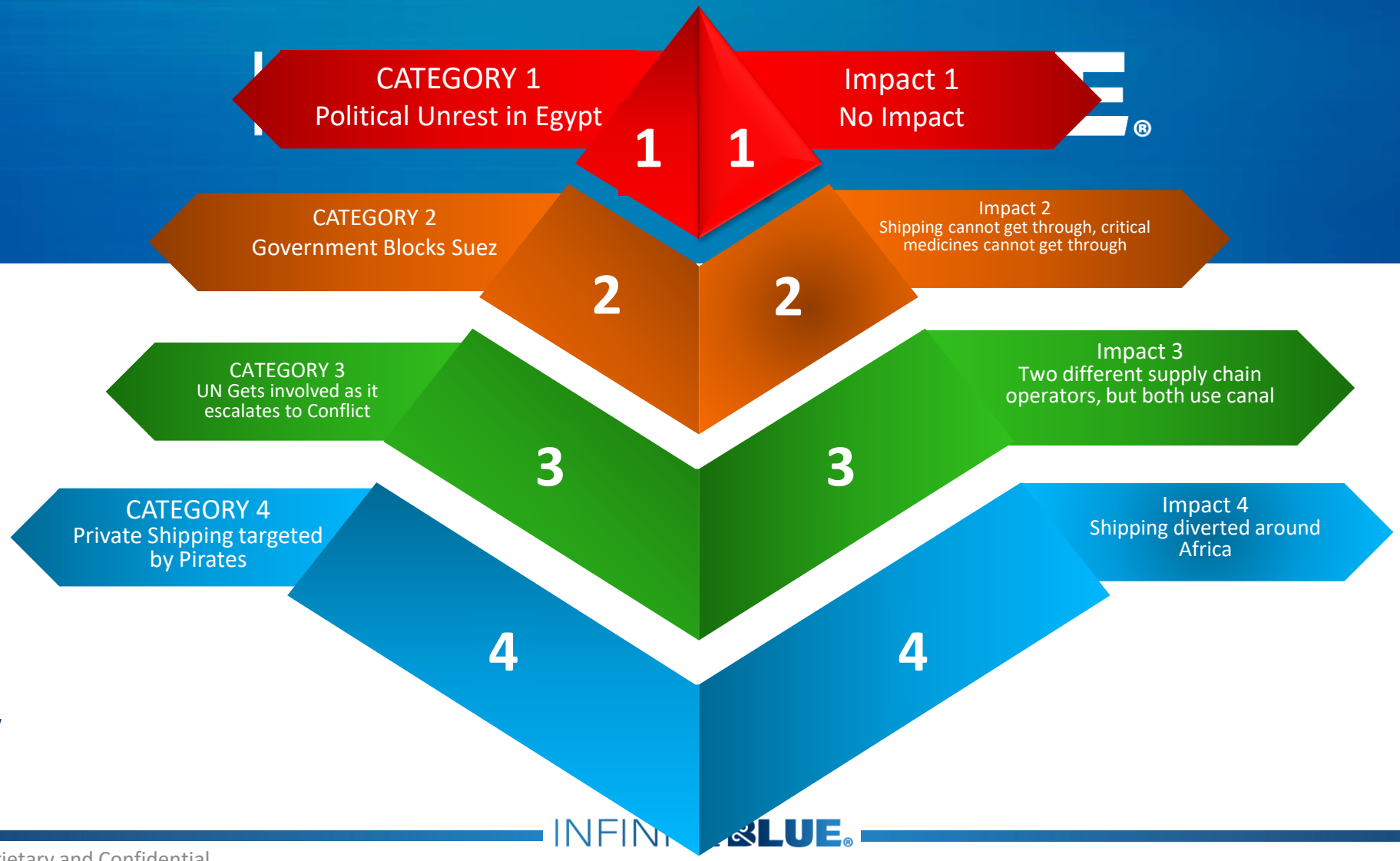
Layered Approach example: Political Unrest impacting a Pharmaceutical Company



Political unrest leads to all out conflict, blocking normal channels. Shipping is delayed and although we have alternate supplier, they still use the same shipping route. Their crew and cargo are now in danger and under attack.

Although we took adequate alternatives for supply chain, we only looked at their location, not the delivery route. Adopting a layered approach for the scenario could have identified this.

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Pandemic Scenario COVID-19

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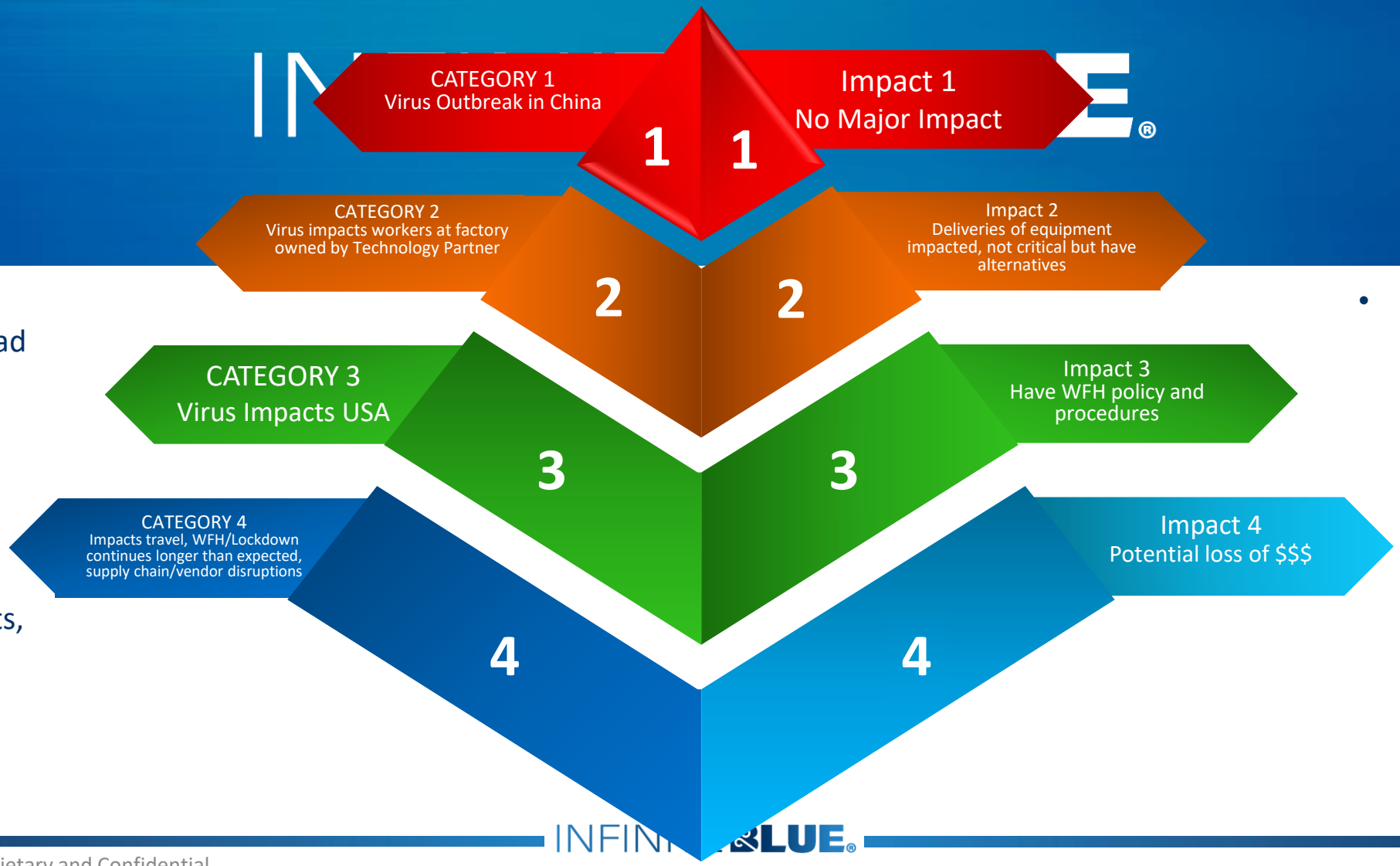
Lessons Learned: COVID 19 Pandemic affecting a Technology Company



- Although the initial threat had impacts that didn't directly face us. As we are currently seeing, there were several layered impacts, including partners and conference attendance.

- We had alternate suppliers in place. We had WFH policy and procedures in place. However, it was difficult to predict the severity reaching levels that it would impact attendance at a conference.

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Second wave and secondary impacts

- Extended sick time
- Closed Schools
- Supply Chain limitations
- Decreased revenue
- Mental Health issues
- Expenses changes – increases in cleaning, facility adaptations, decreases in travel
- Maintaining training and IT viability (onboarding and lay offs remotely)
- Restricting travel and forcing quarantine

Did we plan for long term?

- Long term strategies based on lessons learned
- No longer assuming outages or issues would be short term
- Financial sustainability
- 3rd Party Vendor Dependency
- Customer viability (Can they pay their bills) Net 30 becomes Net 90 or more
- Lease agreements on brick and mortar (can we get out)
- Short term furlough v lay offs (budget for severance)

What does the world look like now?

- Holidays
  - Door to door now a risk
  - Gatherings now a risk
  - Special events loss of revenue
- Vacations
  - Travel industry impacts
  - Tourism down
  - Business Travel impacted
- PTO/Sick time
  - PTO no longer being used up
  - Sick time used for those contracting COVID
- Work Locations – management, health and safety, are we looking at a shift in work models

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Redefining a comprehensive response

- We cannot predict everything, even with scenario analysis
- Structure your plans based on generalized responses that fit multiple scenarios
  - e.g., Evacuation, Working from Home, Transportation impact, lockdown, travel advisory, partner and vendor redundancy
- In your BCP, the focus is process driven. In your response plans or Crisis Management plans, the focus should be:
  - Life and Safety
  - Physical Damage
  - Brand, Image and Reputation
  - Communication (with Employees, 1st Responders, Public, etc.)
  - Longer term disruptions that impact vendors, partners, suppliers.

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Redefining a comprehensive response (cont'd)

- Focus on Recovery Strategy that's scenario-based
- Rules of escalation for the layered approach
- Don't wait for the event to trust the CMT to do the analysis when time is critical
- When weighing the financial impacts, define a weight when considering human life or reputation in involved

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Increasing Agility

- Create a communications plan that is practiced and mastered
- Re-evaluate the scenarios regularly, the long term and layered impact will change based on domestic and world event changes
- Develop an escalation process that has buy in and is practiced
- To cut down on workload, develop plans that cover a variety of scenarios, but have contingencies for variables

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Lessons Learned from Covid-19

- Planning needs to account for longer duration
- Expectation that general public may resist recommendations, thus potentially prolonging event
- Assuming a 2nd wave of infections
- Return to work policies and procedures (staged)
- Have an alternative work model
- Determine essential positions
- Develop a workforce assessment

“Diversifying the Portfolio”

- Vendor and Supplier dependency
  - Review location scenarios
  - Review Route scenarios
  - Review Transportation or Infrastructure Scenarios
- Workforce
  - Review Work from Home (WFH) Capability
  - Determine in person requirements
  - Review Events that can be impacted
  - Adopt the layered approach
  - Return to work policy
- Human Safety
  - Evacuate or Lockdown?
  - Then what? Medical? Financial Assistance?

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Questions?

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