

Thank you to everyone who participated in the survey. The findings were extremely informative and gave us the ability to combine our discoveries from remote Red Ball Drills® with real world information from all of you. We hope you find the pulse survey information useful, and we welcome any questions you may have with regard to pandemic planning and the business continuity process.

Survey Findings:

- **Plan** – The majority of respondents had not updated their pandemic plan in the last 5 years. Some had developed plans after H1N1 but discovered that the protocols were not applicable to the demands of Covid-19. Many organizations had no plan at all.
 - Whether you develop a plan in-house or hire a professional to build one, it should not attempt to fix current problems.
 - Write a plan for the next event (which could include a Covid-19 spike in the fall), incorporating lessons learned from managing the current crisis.
- **Emergency/Crisis Management Team** – The most common answer for “who took control” was the CEO or an SVP. Even when there was an assigned crisis manager. Typical crisis management teams do not include the CEO, but rather report to him/her. Some respondents indicated that security personnel were not included on the team.
 - Shifting the roles and responsibilities of the crisis team during an incident can be detrimental to dealing with and solving issues which arise.
 - Designating firm roles, responsibilities, and—more importantly—accountability to action are key mechanisms for a successful crisis management team.
- **Security Protocols** – Most respondents indicated changes in their security protocols. For example, some security teams conducted temperature checks on people entering the facility, and others had to evaluate critical assets based on empty offices due to work from home orders. Security staff will need to plan on managing a rise in aggressive workplace incidents. Terminations, benefit denial, and other normal aspects of operations could be met with more violent response due to high anxiety levels in staff.
- **Supply Chain and Resourcing** – Some respondents utilized existing stock; others had to find alternative resources. Part of any pandemic (and business continuity) plan must include alternative providers for the company’s critical resources.

Findings from Remote Red Ball Drills® and Ongoing Experior Group Projects

- As most would agree, communication is one of the most important of managing a crisis event. Managing the mental health of staff/vendors/contractors as they work remotely can be challenging.
 - If your organization has an employee assistance program, it is extremely useful to remind staff of available services. This may include counseling services, which are an invaluable avenue for staff to discuss their anxiety.
 - Communication and mental health resources will become even more important when we return to work. How you bring staff back is just as important as when.
- While there will be many new OSHA and state regulations for returning to work, your organization must fully evaluate the measures you put in place for the return process.
 - If you will require masks in the workplace, what are the repercussions for not complying? There will be staff who are militant about the new hygiene standards and those who are more flippant. This can lead to inevitable conflict in the workplace. HR, legal, and security representatives should be prepared. Very clear policy, which includes accountability for actions, can help to avoid these conflicts.
- Asymmetric threats will be prevalent. This warning is not meant to instill fear, but awareness levels should be increased in the first year. Workplace violence, natural threats (2020 is predicted to be a bad hurricane season), bullying, sexual harassment, and other threats to the safety of staff will still be possible and may even increase. Your company should have deliberate conversations on the process of dealing with events which could impact staff safety and daily operations.

Please consider Experior and the Red Ball Drills® as a resource during the coming months, and feel free to reach out to us with any questions.