

COVID-19

Since no one knows when the COVID-19 situation will end, starting the post-incident review process now is recommended. Post-incident reports help build stronger, more versatile, discussion-oriented teams and promote best practice.

Questions to consider:

- What have you learned in the last three months?
- What has your organization learned in the last three months?
- Did you achieve your continuity objectives?
- How effective was your response structure?
- How can it be improved?
- Did you have a specific plan in place for this type of threat, and was it used/effective?
- If so, how will it need to be adjusted?

Elements of a comprehensive post-incident report:

- Context
- Chronology of events
- Take-aways and recommendations
- Process that will lead to an action plan and follow-up on recommendations
- Attached documents (event logs, phone call records, memos, etc.)

While we have the attention of the most senior levels of the organization, we should explore how temporary measures put in place in response to the pandemic have a value and utility beyond COVID-19. It may mean stepping outside the normal Business Continuity comfort zone to show how continuity workarounds and measures can bring organizational benefits to areas such as staff productivity and wellbeing, but this is a step that is well worth taking.

¹ Tim Janes Hon FBCI, Chair of the BCI, Coronavirus - A Pandemic Response Report, May 2020

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Key success factors of a post-incident review process:

- The main goals are learning and improving practices
- Keep it respectful
- The facts must be presented objectively
- Everyone must be encouraged to participate
- Establish a procedure for documentation
- The process must result in a report that includes suggestions for improvement and recommendations
- Establish a procedure for following up on and applying recommendations

A few additional elements to consider:

- Update and keep an event log of actions taken since the beginning
- Use the "Pandemic Chronology" document (discuss with your Premier Continuum consultant) for a perspective on the measures put in place by governments and your organization
- Conduct post-incident review by theme:
 - Coordination
 - Human resources and communications
 - Building and assets
 - Travelling policy and procedures
 - Finance
 - Business continuity and organizational resilience
- Review past PCI documents on best practice
- Establish an action plan for a potential second wave using the recommendations from the post-incident report
- Review your strategies and update your continuity plans to reflect the new normal

To become and remain a learning organization:

- Take a step back
- Review the proposed measures: what worked, what needs to be improved, what might be useful for other exceptional situations
- Understand your successes and failures
- Effectively communicate information
- Review your decision-making structure
- Focus on your team members' strengths

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