

COVID-19 RISK MANAGEMENT SERVICES

MARCH 2020

BACKGROUND »

The global outbreak of COVID-19, a novel coronavirus disease that first emerged in Wuhan, China in late 2019, will continue to challenge businesses worldwide. Globalization and the complex interdependencies linking the global economy make COVID-19 risk avoidance unlikely. China's central role in supply chains and a global travel system enhance the disruptive impacts and proliferation of the virus. Risk elimination is not feasible. Therefore, an organization's success in navigating these rapidly evolving circumstances will hinge upon a robust risk management framework that properly accounts for all-hazards, including an effective enterprise response to infectious diseases like COVID-19.

COVID-19 is the latest in a string of infectious diseases to test markets, company preparedness, and governments. As the global economy expands, the disruptive effects of the next serious medical incident (including a seasonal recurrence of COVID-19)—or a major security, health, or safety incident—will have rapid, cascading effects on global supply chains, employees, and operations. Using COVID-19 to take stock of an organization's broader approach to resilience and business continuity can both address immediate gaps and vulnerabilities and help prepare for the next unknown resilience challenge.

Founded in 2009 by former Homeland Security Secretary Michael Chertoff, **the Chertoff Group** ("TCG") is a premier global risk advisory firm that helps multinational

companies and global organizations manage the most exigent risks. TCG's team of former government and industry risk management leaders has experience managing dynamic crises—both inside and outside of government. We help clients address risk exposure and build resilient organizations. A robust, all-hazards risk management program serves not just as a business enabler for our clients, but as a differentiator and bellwether of how a company will respond to both COVID-19 and the next unforeseen crisis.

MANAGING COVID-19 RISK »

Our firm works closely with clients to establish adaptive programs that embrace an all-hazards approach to risk management. The following core services can help our clients illuminate potential risks, leverage industry best practices, and mitigate the effects of COVID-19 as it continues its global spread.

Resilience Program Review

The TCG Team can conduct a review of the client's existing program related to pandemic response, business continuity & assurance, crisis management, and internal/external crisis communications (collectively its "Resilience Program"). This may include reviewing the client's relevant business continuity plans, critical essential functions and facilities, and incident response plans; conducting a high-level business impact analysis (BIA); and performing a gap analysis of the client's crisis response posture.

The TCG Team develops recommendations designed to improve the client's ability to effectively manage risks associated with COVID-19. We also generate executive buy-in through targeted meetings with senior company stakeholders to understand their risk tolerance, risk management objectives, and strategic perspective. This review also contemplates an analysis of a client's cybersecurity contingency posture, ensuring that the program is tuned to address added risks of remote work scenarios and the potential for increased COVID-19-related spear-phishing attempts.

Outcomes from the Resilience Program Review include targeted operational playbooks that capture and illuminate key decision-points and considerations, including specific risk-based thresholds for executing preventative measures like remote work plans, office closure, travel restrictions, and other best practices. COVID-19 presents a novel challenge for businesses worldwide, requiring creative, risk-based contingency planning.

Scenario Planning

Scenario-driven exercises are a proven means to help senior stakeholders identify gaps, internalize effective response strategies, and illuminate and mitigate functional seams between stakeholders. After conducting a Resilience Program Review (as described above), TCG will work with client stakeholders to develop and facilitate a tabletop exercise to evaluate and the company's current state of readiness and examine the potential effects of COVID-19 on the company's operations.

Through pre-exercise interviews, document review, and stakeholder sign-off on the final exercise, TCG will create scenarios that challenge participants to think critically about their respective roles and responsibilities should COVID-19 further disrupt their operations. TCG will then document lessons learned and develop an after-action report, which

will include actionable next steps and a proposed timeline and implementation strategy for identified outcomes.

Resilience Program Build

The TCG Team will create a functional Concept of Operations (CONOPs) for an enterprise-level Resilience Program. This effort will include the development of a suite of policies and procedures that enable full-lifecycle management of a potential pandemic event built upon preparation, response, and recovery efforts. The TCG Team will integrate incident response, crisis management, crisis communications, and business continuity elements within a custom Resilience Program. This Resilience Program build will be tailored to existing corporate capabilities to fit the client's needs and ensure actionable recommendations ready for immediate deployment.

TEAM »

The **Chertoff Group's team** of risk management experts offers decades of accumulated experience in government and supporting private-sector organizations. In addition to Secretary Michael Chertoff, notable senior members of TCG's team include: **Jay Ahern**, former Commissioner (A) U.S. Customs and Border Protection; **Dr. Jeffrey Runge**, former Chief Medical Officer for the Department of Homeland Security (DHS); **Mira Ricardel**, former Deputy National Security Advisor; and **Aaron Roth**, former Deputy Executive Assistant Administrator at the Transportation Security Administration (TSA).

FOR MORE INFORMATION ON THE CHERTOFF GROUP'S SERVICES,
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