



Caribbean Centre for Development Administration
Improving Public Services for the People of the Caribbean

COVID-19 Business Continuity Plan (BCP) – A Template

***RECOMMENDED GUIDELINES FOR ADOPTION AND ADAPTATION
IN CARICAD MEMBER STATES:***

***Anguilla; Antigua and Barbuda; Barbados; The Bahamas; Belize;
The British Virgin Islands; Dominica; Grenada; Guyana; Jamaica; Montserrat;
St. Kitts and Nevis; Saint Lucia; St. Vincent and the Grenadines; Suriname;
Trinidad and Tobago; The Turks & Caicos Islands***

April 15, 2020

COVID-19 Business Continuity Plan (BCP)

A Template

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IN CARICAD MEMBER STATES***

*Prepared by CARICAD®
April 2020*

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A NOTE FROM CARICAD



Devon L. Rowe
Executive Director
of CARICAD

This COVID-19 Business Continuity Plan Template was created in response to an expressed need among senior public officers for guidelines and suggestions to assist them in responding to the unprecedented organisational, leadership, teamwork, management and work-implementation challenges that have arisen during the ongoing COVID-19 crisis.

CARICAD serves seventeen (17) member states that all have a wide range of Ministries/Departments/Boards and State-Owned Enterprises. This Template is designed in a manner that should speed up the process of preparing a COVID-19 Business Continuity Plan for any public sector organisation without attempting a “one size fits all” solution. The CARICAD team remains available to assist any member state or organisation in a member state that requires assistance in adapting and “nationalising” the template.

I acknowledge the initiative of our Programme Specialist Franklyn Michael and the effort he made in conceptualising and preparing the template. The commitment to do so in a very short period of time is also notable.

.....

Devon L. Rowe
Executive Director of CARICAD

April 15, 2020



Caribbean Centre for Development Administration

SECTION A

ADMINISTRATIVE PREVIEW

I. Foreword

SUGGESTED TEXT FROM CARICAD

The Novel Coronavirus Pandemic and the resultant COVID-19 global crisis have resulted in a dramatic change to the ways in which this (Ministry/Department/Board/State-Owned Enterprise) has been required to work.

The speed with which we were required to make the changes meant that we could not follow the recommended systematic, phased, event-driven scenarios of a traditional Business Continuity Plan (BCP). We have had to take a series of personal and organisational actions to protect the lives not only of our staff and other personnel but to contribute to protecting life in our county/territory.

The essential services have been called upon to deliver services that are as close to normal as are consistent with the level of risk from the Novel Coronavirus. We are not an essential service but we are required to continue serving our country/territory to the best of our ability in line with the COVID-19 Response guidelines provided by the Government.

This Business Continuity Plan (BCP) was developed to collate and harmonise the directives, instructions, strategies, plans and practices that have rapidly evolved in responding specifically to the COVID-19 crisis. The information presented in this BCP should be regarded as a guide to promote the coordination, understanding, cooperation and enlightened leadership that we hope can take us through this crisis safely and successfully.

The situation remains fluid. It may be necessary to review and revise some of the information in this BCP in the near future if the crisis becomes protracted. I continue to be grateful to our staff and personnel for the commitment and professionalism that you continue to show in some cases at significant personal risk. I trust that we will all come through this crisis safely and that this BCP will have contributed to that outcome.

ACTION POINT

 ***Make the final text completely relevant to the nature, mandate and current reality of the organisation.***

II. Acknowledgements

SUGGESTED TEXT FROM CARICAD

The production of this COVID-19 BCP was a team effort led by.....


The following persons also made significant contributions:

.....

The document was produced in a very short period of time. This was due primarily to fact that CARICAD had circulated a template that we could adapt to suit our situation. We express our gratitude to CARICAD for the foresight and tangible support.

I hope that we continue to adjust and adapt our work to the requirements of the crisis. I hope at the end of it to express a hearty “thank you” to all of our staff and personnel because of how well we will have done at the end of it all.

ACTION POINT

 ***Try to keep this subsection concise but be sure to record appreciation to all persons who played a key role in developing the COVID-19 BCP.***

III. Minister's Remarks

SUGGESTED TEXT FROM CARICAD

I am pleased that as Minister of..... (Minister with responsibility for.....) to have this opportunity to commend our team for the effort to produce this COVID-19 BCP.

Our (Ministry/Department/SOE) provides **essential/important/much demanded** services. This crisis presents us with the opportunity to continue to demonstrate how important our work is.

We provide.....

We oversee or regulate.....

We contribute to.....


This BCP is evidence of our commitment to continue to do our collective job as a Ministry/Department **(etc.)**

I will provide the leadership and support that will be required of me to ensure that we are successful.

.....

Minister's Name and Signature

ACTION POINT

-  ***Try to keep the text in this subsection closely aligned with the Ministry's or entity's Mandate and Mission. Make sure the final text is both relevant and reassuring. Ensure that the remarks reflect the Minister's perspective on the importance of a new approach to work during the crisis.***

IV. User's Guide

SUGGESTED TEXT FROM CARICAD

This COVID-19 Business Continuity Plan was developed with the following specific intentions:

- 1) To provide strategic and operational guidance for in the continuing, unfolding crisis s created by the novel Coronavirus.
- 2) To describe the manner in which ourwill continue to work during the COVID-19 crisis.
- 3) To consolidate directives and instructions for the COVID-19 crisis into a single reference document.
- 4) To promote a sense of institutional memory for future pandemics.
- 5) To provide information that will contribute to the safety of our staff and personnel during the COVID-19 crisis.

V. Abbreviations

- 1) List all affiliates, stakeholders and other relevant parties in alphabetical order.
- 2) Include the abbreviations used in the text.
- 3) Spell out the expanded form of each abbreviation next to it for example:

CARICAD - Caribbean Centre for Development Administration.

ACTION POINT

-  ***Ensure that you have the correct spelling of the expanded form, as well as the correct order. Do not make assumptions. For example:***

CARICAD - Caribbean Centre for Development Administration (correct)

CARICAD - Caribbean Centre for Administrative Development (incorrect)

SECTION B

CONTEXT AND SITUATION OVERVIEW

1.0 Context and Situation Overview

1.1 Threat, Effects and Risks

SUGGESTED TEXT FROM CARICAD

The Novel Coronavirus was first reported in the Caribbean during the first week of March, 2020, and as of March 18th, had appeared in at least 14 Caribbean Basin countries and territories. All CARICAD member states are now included in the list of countries with confirmed cases. On April 7th, 2020 more than 200 countries and territories had reported confirmed cases and the COVID-19 crisis was blamed for more than 70,000 deaths.

The concern regarding this virus surrounds a number of factors associated with the very high level of person-to-person transfer (infection rate), even from asymptomatic individuals. Additionally, experts have opined that the virus can remain infective for many hours on surfaces that are part of normal life and a normal office environment. Further, the close contact that is a part of teamwork could become risky if an infected person is a part of a team. Additionally, unavoidable casual contact with an infected person, such as sitting next to that person on an airplane or on public transport, could result in illness. Experts have stated that approximately 80 per cent of infected persons display only mild symptoms and do not require hospitalisation. However, about five per cent of infected persons get severe infections that in some cases result in death.

This BCP for COVID-19, is set in the broader institutional setting of the Caribbean Resilience Framework. The Framework was approved by the CARICOM Heads of Government in 2017. The CARICOM Secretariat has recently circulated a Regional Protocol for the Management of the COVID-19 pandemic. The extract reproduced below describes the purpose of the Protocol.

The Regional Protocol on COVID19 is intended to support CARICOM Member States in the preparedness for and response to COVID19 and to inform the recovery process in the aftermath of its impact using a whole of CARICOM approach. The Protocol adopts a whole of Caribbean Community Approach and benefits from the technical contributions of the Institutions of the Caribbean Community. The Protocol addresses key sectors and highlights issues, recommendations and opportunities for embracing resilience and is intended to support leaders in their decision-making processes.




Caribbean Centre for Development Administration

The extract illustrates the importance that has been attached to all regional Institutions making an appropriate response to the pandemic. This point is emphasised in a second extract from the Protocol, shown below.

The COVID-19 outbreak represents an opportunity to advance the commitment to the Resilience agenda in the Caribbean region. With Resilience as an underpinning theme in preparing, mitigating, responding and recovering from the outbreak, the region can emerge from the emergency with a strengthened capacity to address the threats faced in the Caribbean multi-hazard environment.

ACTION POINT

-  ***Make the final text completely relevant to the nature, mandate and current reality of the organisation/country/territory. Refer to the most recent local statistics.***

1.2 Authority for Response Actions

SUGGESTED TEXT FROM CARICAD

This Ministry/Department/Board/State-Owned Enterprise.....operates within a national framework of Governance and authority. The COVID-19 crisis has required an evolving series of emergency responses under a general national framework for the pandemic that includes general directions for:

- Escalating reduction in hours operation for the public, private and voluntary sectors
- An expanding requirement to reduce numbers in confined and public spaces
- Strong requests to observe physical distance in all face-to-face interactions
- Recommendations for high standards of personal hygiene and high standards of sanitation in offices and other places of work, teaching and training

ACTION POINT

- ✚ ***Try to provide timeframes (if possible) during which the national directives for escalating the responses emerged.***

SECTION C

MANAGEMENT OF THE RESPONSE

2.0 MANAGEMENT OF THE RESPONSE

2.1 Policy Guidelines

SUGGESTED TEXT FROM CARICAD

The response of this Ministry/Department/is set within the aforementioned national framework. That framework has been reproduced in Appendix 4 for reference if required. This Ministry /Department/***(etc.)*** is currently operating in a national, regional and global environment that is changing rapidly with far-reaching implications, not only for the organisation of work and delivery of services, but for the health and well-being of all workers and other persons. That reality is exacerbated by the fact that there are no fixed and easily established timelines for the manner in which the crisis will continue to unfold. That reality means that we have no choice but to operate on policy guidelines which are based on common sense and an unwavering commitment to the protection of staff. A synopsis is provided below.

2.2 Reporting to work (Office-based)

As a matter of policy, no member of staff should report to work if feeling unwell for any reason.

- There will be no official overseas travel for personnel until a date to be determined.

Deployment

- A combination of modalities will be used for deployment of personnel during the crisis
- All reasonable efforts will be made to ensure that the Minister/Cabinet or Board is kept informed of critical unfolding developments

ACTION POINTS

- ✚ ***Try to make specific reference to actual legislation/regulation/Cabinet decisions etc.***
- ✚ ***Refer to any relevant public service directives or circulars.***
- ✚ ***Determine how or if there will be compensation for non-routine work.***
- ✚ ***Clarify the policy and implications of layoffs, terminations and reduced work-loads.***
- ✚ ***What will be done to support or complement National Employee Assistance Programmes***
- ✚ ***What are the policy implications if any staff become deceased because of COVID-19?***

2.2 Work Implementation Guidelines




SUGGESTED TEXT FROM CARICAD

Our Ministry/Department/Board *(etc.)* had to adjust patterns of work very quickly in response to the COVID-19 crisis.

The adjustments include:

- A heavy reliance on remote work
- Provide directives for the way some tasks must be accomplished in the crisis environment
- Loan/provision of equipment especially computers and ancillaries
- Cancelling overseas travel
- End or dramatically reduce face-to-face contact among employees, stakeholders and the public
- Intensive short-term training in the use of various software and IT platforms
- Management of IT systems from off-site locations
- Reorder short-term priorities
- Purchase higher levels of cleaning and hygiene supplies
- Distribute additional personal protective gear





ACTION POINTS

-  ***Use the background given in this subsection to provide clear guidelines as to the expectations for how the primary forms of work will be accomplished.***
-  ***Identify pivotal roles and functions and assign responsibilities during and after the crisis.***
-  ***Develop checklists to provide guidance in the short-term.***

2.3 General Office Security Arrangements

The text for this (and some other subsections) of the BCP are so location- and Mandate/Mission-specific that general text from CARICAD would be of little merit in the circumstances.

ACTION POINTS

-  *Describe in general terms the security arrangements that will be put in place for offices, facilities, equipment and supplies.*
-  *Where practical, take photographs of high-value plant, equipment, supplies and other inventory that could be damaged or stolen. Carefully record locations and dates.*
-  *Clearly identify the person/persons who will have lead responsibility.*
-  *Do not put the details of the security arrangements in this BCP.*




2.4 Official and Assigned Vehicles

SUGGESTED TEXT FROM CARICAD

The COVID-19 crisis has made it necessary to adjust the deployment and assignment of official and assigned vehicles. The main changes are highlighted below: ***(INSERT AS REQUIRED)***

Staff are required to ensure that they are compliant with all laws and regulations as they relate to the general use of vehicles, specifically during the crisis. Staff are also reminded that they have a duty of care to take all reasonable steps to keep secure, vehicles in their possession.

ACTION POINTS

-  ***Briefly explain any general changes to deployment of vehicles.***
-  ***Ensure that if a vehicle is newly reassigned, that there will be absolute clarity regarding the reasons for the assignment.***
-  ***Confirm the accountability and “tracking” methods that will be used to monitor use.***


2.5 Strategic Partnerships

SUGGESTED TEXT FROM CARICAD

Many of the projects and programmes that we implement as a Ministry/Department/Board ***(etc.)*** that we implement with strategic partners have either been temporarily suspended or have been greatly scaled down. Additionally, most of our meetings with strategic partners will take place remotely and not face-to-face. Adjustment will be made in due course for implementation schedules that will be required after the crisis. However, we will continue to engage with existing partnerships on the understanding that dates and schedules for joint activities will be adjusted. We will not embark on creating new partnerships at this time.

2.6 Safety Precautions

ACTION POINT

-  ***Where practical, identify the major initiatives that must be postponed with strategic partners. This can be done in the form of a matrix if the list is long.***

3.0 HUMAN RESOURCES MANAGEMENT





3.1 Redeployment and Re-assignment

3.2 Collective Responsibility

SUGGESTED TEXT FROM CARICAD

We have made every effort to preserve the normal organisational structures, hierarchy and reporting relationships during the crisis. However, it is necessary to make some adjustments to respond effectively to the demands brought on by the pandemic. In that regard the following changes have been made:

ACTION POINTS

-  ***Identify any such changes in specific terms.***
-  ***Emphasise the importance of any new tasks that have been assigned.***
-  ***Ensure that staff are made aware as early as possible of changes that affect them directly.***
-  ***Brief staff appropriately and provide critical background information and helpful sources of additional information.***

3.3 Leave Arrangements




SUGGESTED TEXT FROM CARICAD

Sick Leave and Special Leave

Under our current national arrangements, staff, associates and service providers are to stay away from normal work locations except as essential workers or those providing essential tasks. In line with current stipulations, the staff who are unwell will be allowed an initialdays away from work without official sick leave certification. The current limit in our..... Regulations is two consecutive days, after which a medical certificate is required. Staff who experience symptoms or who have household members who experience symptoms will be required to stay home preferably for a minimum 14-day isolation period. That will constitute a period of paid sick leave during the full 14-day isolation period, and up to a total of days.

Where extended absences are needed for personal and family reasons, for example, child-care related to school closures or illness, **Special Leave** of days will be allowed, following which staff will be required to utilise vacation leave as per leave entitlement. The will exercise flexibility regarding the length of time that staff members will be allowed leave and consider the particular circumstances of staff. All such arrangements must be in line with existing national and current staff regulations or special stipulations brought into force by the Government. The type and duration of all leave will be carefully recorded in personnel records and a decision as to whether or not normal vacation leave should be taken, will be made on a case-by-case basis. If any person amongst the office-based staff is suspected of having contracted the coronavirus, all office-based personnel will be required to self-isolate, and if possible, be tested for COVID-19.

ACTION POINTS

-  ***State any special national provisions that are relevant.***
-  ***Ensure that all leave limits are consistent with all regulations, entitlements and special provisions.***
-  ***Make arrangements for accurate records to be maintained of all leave.***


3.4 Individual Responsibility

SUGGESTED TEXT FROM CARICAD


The COVID-19 Crisis presents a host of unusual Human Resources Management challenges. Foremost among the challenges is the fact that individual behaviour is a critical factor in not only preserving individual health but also the health of co-workers and by extension the country/territory.

All team members are required to employ the sanitation practices provided by the WHO/PAHO/CDC guidelines, particularly when in office. The office will have taken steps to ensure sufficient sanitation supplies are available for use by those employees required to clean work spaces. The necessary arrangements for deep cleaning in accordance with the procedures recommended by the [WHO/PAHO](#) will be made prior to full resumption of work after the crisis. The information shown below is provided for the avoidance of doubt.


WASH HANDS FREQUENTLY

-  Regularly and thoroughly clean hands with an alcohol-based hand rub or wash them with soap and water.


MAINTAIN SOCIAL DISTANCING

-  Maintain at least 1 metre (3 feet) distance between yourself and anyone who is coughing or sneezing.


AVOID TOUCHING EYES, NOSE AND MOUTH

-  Hands touch many surfaces and can pick up viruses; hands can transfer the virus to your eyes, nose or mouth. From there, the virus can enter the body and can make one sick.

PRACTICE RESPIRATORY HYGIENE

-  Cover the mouth and nose with your bent elbow or tissue when coughing or sneezing. Dispose of the used tissue immediately.

WEAR A MASK IN PUBLIC

-  The wearing of masks in public is being made a mandatory requirement in some jurisdictions.



3.4 Collective Responsibility

SUGGESTED TEXT FROM CARICAD

One marked feature of the COVID-19 pandemic is the exponential rate of infection. This means that in a matter of days a few cases can become a few hundred cases. Experts have opined that the virus can remain infectious for many hours on surfaces that are part of normal life and a normal office environment.

Further, the close contact that is a part of teamwork could become risky if an infected person is a part of a team. Additionally, unavoidable casual contact with an infected person, such as sitting next to that person on an airplane or on public transport, could result in illness. That reality imposes a requirement for all workers as a group to be mindful that we could all be spreading the virus even if show no symptoms. We implore staff to be mindful of that grim fact and to behave always in a manner that **reduces** rather than **increases** risk.

ACTION POINTS

-  ***Refer to the most official summary of the COVID-19 crisis in the country/territory at the time of writing the BCP.***
-  ***Refer to to the most official summary of the COVID-19 crisis globally and regionally.***





1.0 REMOTE WORKING ARRANGEMENTS

SUGGESTED TEXT FROM CARICAD

4.1 Concept of Remote Working

The concept of “Remote Work” differs across organisations. The definition that we are using in this BCP is

ACTION POINTS

-  ***Clarify and define the concept of remote work for the organisation.***
-  ***Explain the concept to all affected persons.***
-  ***Identify the kinds of work that will be done remotely.***
-  ***Clearly identify who is eligible to work remotely, based on their job descriptions or new assignments.***





4.2 Methods of Remote Work

SUGGESTED TEXT FROM CARICAD

During the crisis our work methods will vary and the same person may be using different methods. The information shown below is intended to provide clarity and equity.

ACTION POINTS




-  ***Clearly describe the expected behaviours by employees and associates (if applicable).***
-  ***Specify the expected hours of work and the methods for reporting and remaining connected.***

4.3 Entitlements and Expectations

SUGGESTED TEXT FROM CARICAD

The nature of remote work suggests that the organisation is required to assist our workers to be as productive as possible while working at a location which is different from the office or headquarters. In that regard, we will provide tools and supplies that an individual worker could not be reasonably expected to provide. The requisite administrative procedures must be followed with regard to loans and consumable supplies.

ACTION POINTS

-  ***Clearly describe the kinds of assistance that will be provided to staff for remote work.***
-  ***Ensure that accurate records are kept of all equipment and supplies provided to staff.***
-  ***Where feasible, have staff sign individual agreements for remote working if that is legally required or prudent.***

4.2 Remote Working Practices





SUGGESTED TEXT FROM CARICAD

Remote Working varies but there are good practice principles and guidelines that we advise all staff and personnel to follow. A synopsis is provided below:

Remote work requires a high level of trust among employees. As such, efforts will be made to ensure that expectations are shared and agreed upon. The matters described below are provided as general indications of such expectations.

- a) Adhere to a performance agreement if one is put in place
- b) Agree to a Remote Work Schedule for a stipulated period
- c) Use daily “roll calls” via technology to confirm status
- d) Agree to targets and performance standards for outputs
- e) Agree to deliver specific outputs or accomplish “Deliverables”
- f) Agree to provide and maintain regular contact arrangements
- g) Have an Internet connection that is adequate for the job
- h) Dedicate full attention to job duties during working hours
- i) Use flexi-hours (with approval) to support individual productivity; not to insulate a team member from team meetings
- j) Ensure that schedules overlap with those of team members for as long as is necessary to complete their job duties effectively
- k) Make appropriate arrangements when working remotely to deal with correspondence and deliveries.
- l) Ensure that all critical information is shared in a timely manner
- m) Take all reasonable steps to ensure effective secure online interaction and work tasks
- n) Protect and maintain equipment provided on loan

ACTION POINTS

-  ***Appoint a designated Leader/Manager for the remote working arrangements.***
-  ***Provide competent IT support for remote working even if special arrangements have to be made.***
-  ***Establish set times for virtual team meetings as far as possible.***
-  ***Provide tips and sources that offer holistic guidance for remote work.***

5.0 LEADERSHIP AND COORDINATION





5.1 Styles and Techniques

SUGGESTED TEXT FROM CARICAD

Leadership and coordination are two of the most important organisational requirements for an effective response to a crisis. Leadership occurs at several levels and the requirement for coordination also occurs at several levels. We embrace a commitment to Transformational Leadership because of the focus on change that is an integral part of any crisis. In that regard, leaders at all levels are expected to embrace the principles and display the behaviours shown below:

- Embracing a clear Vision for the organisation during the COVID-19 crisis and clearly communicating the role every member of staff can play in accomplishing the Vision
- Having the courage to take difficult decisions in a timely manner
- Keeping yourself motivated to do the hard work needed to see the Vision achieved in challenging circumstances
- Act in an inspirational manner consistently to motivate and inspire your team
- Know your people as individuals especially in relation to making new assignments
- Model the standards you expect everyone to follow
- Follow through consistently because actions always speak louder than words in leadership situations. Craft your vision and make it the focal point of the company

ACTION POINTS

-  ***Ensure that “Leaders” are fully au fait with expectations***
-  ***Provide useful references for leading and managing in crises***
-  ***Provide tips and sources that offer holistic guidance for remote work***
-  ***Use templates and standard agendas for meetings as far as practicable***

5.2 Coordination

SUGGESTED TEXT FROM CARICAD

We recognise that effective coordination relies on well-established principles and practices. Some of those are highlighted as a guide for leaders who will most likely be the ones who will carry the greatest responsibility for coordination:

- Ensure that there are clear/organisational/departmental reasons for the efforts at coordination
- Provide clarity of roles and responsibilities among key collaborators
- Share information openly
- Express efforts as institutional and not personal activities
- Maintain direct and sustained contact with key stakeholders as required for goal-achievement
- Keep the scalar chain of command for important decisions

ACTION POINTS

- ✚ ***Clarify the stakeholders with whom coordination is required during the crisis.***
- ✚ ***Develop a common understanding of the logistics of coordination (the WHAT; WHEN; WHO; HOW) during the crisis.***
- ✚ ***Ensure that a record is kept of important decisions and Follow-up Action responsibilities.***

6.0 USE OF TECHNOLOGY


SUGGESTED TEXT FROM CARICAD

Please Note





The information provided below for the use of Information Technology (IT) specifically, was taken from documentation developed and promulgated by CARICAD's fellow CARICOM Institution and strategic partner the Caribbean Disaster Emergency Management Agency (CDEMA). Please acknowledge that source if the text shown below in bullets is used in the Covi-19 BCP.

- Keep equipment password protected
- Do not share passwords
- Turn off or de-activate equipment when not in use
- Store equipment in a secure and clean space when not in use
- Follow all data security and encryption, protection standards and settings
- Refrain from downloading suspicious, unauthorised information
- Use the equipment solely for assignments related to work
- Scrutinise emails carefully. The prevalence of malicious emails increases during these times
- Do not install any unauthorised software on the computer, this includes browser add-ons
- Use the equipment in accordance with operating instructions and not store any personal files, or change the configuration of the equipment
- Ensure that equipment is not left unattended, particularly in any motor vehicle
- Asset tags/labels must not be removed or defaced
- Ensure that any equipment provided for remote working is returned at the end of the period of the loan

ACTION POINTS

-  ***Clearly outline the software the remote work team will be using for collaboration, connectivity and reporting, and provide the team with the relevant training/instruction on how to use these tools (e.g. WhatsApp, Office 365, Zoom, WebEx etc.).***



-  *Ensure effective measures are implemented to secure online interaction and work tasks. This is especially important for vital or confidential information and services*
-  *Appoint or confirm an IT professional/technician to oversee the entire remote work online processes and be available to trouble-shoot.*
-  *Ensure that all staff rapidly acquire the necessary skills and comfort with the features of the new systems that will be used during the crisis by providing sources of information that can be used from remote locations.*
-  *Engage in tutorial or practice sessions to boost confidence in the use of new or upgraded software.*

7.0 COMMUNICATIONS AND OUTREACH

7.1 Internal Communication

7.2 External Communication

7.1 Internal Communication

SUGGESTED TEXT FROM CARICAD

The COVID-19 crisis has created challenges for both internal and external communication. Face-to-face communication which we use as an instinctive form of reliable communication has been almost completely eliminated.

We must now rely on technology enabled means of communication through a variety of well-known channels. We must all be conscious that both our internal and external communications we must try to follow the seven international principles of communication.

The list and description shown below is taken from <https://www.youthemployment.org.uk/young-prof-article/7-cs-effective-communication> the Youth Employment UK website.

CLARITY

- ✚ *Keep your message simple. Be clear. Making things too complicated can mean people miss part of your message or misunderstand it!*

CONCISE

- ✚ *Keep the message short. Having lots to read or listen to can mean people lose track of the message you are trying to give.*

CORRECT

- ✚ *As well as making sure what you are saying is true, check your spelling and grammar and tone.*

COMPLETE

- ✚ *Make sure all your sentences and points are complete. Does your message contain all the information needed?*

CONSIDERATION

- ✚ *Ensure you have given full consideration to the audience who will be receiving your message. Is there anything extra they might need?*

CONCRETE

- ✚ *Be specific. Give a clear idea of what you want the next action to be.*

COURTESY

- ✚ *Be respectful and polite!*

ACTION POINTS

- ✚ *Advise all staff to send emails and messages during designated working hours.*
- ✚ *Encourage staff to alert colleagues by message or text, when important emails or documents are being sent.*
- ✚ *Establish a culture of speedy but appropriate responses to emails and messages*
- ✚ *Keep business communication related to business.*
- ✚ *Comply with the established culture and accepted “good taste” when sharing humorous snippets e.g. videos, photos and posters.*
- ✚ *Be sensitive to differences in religious beliefs and the potential impact on communication.*
- ✚ *Provide advice to staff about preparing themselves for work during the crisis. Indicate any special assistance that will be provided to help them cope with commitments.*

7.2 External Communication

SUGGESTED TEXT FROM CARICAD

The COVID-19 crisis continues to be an important focus of action for our external communications. We must however be mindful that it is through our external communication that our efforts at our reach will continue. It is clear that much of our communication and outreach efforts will be heavily reliant on technology-enabled methods and channels. In this subsection of our BCP we will explain how information is to be managed within the organisation and also for the public. Pay special attention to the communication of warning information and information relating to changes in service to the public. We commit to the following:

- Maintaining a broad-based approach to communication to keep stakeholders engaged
- Engaging in strategic partnerships to enhance our outreach
- Using a variety of channels in a cost-effective manner
- Using social media responsibly and consistently
- Constructing and disseminating messages in ways suited to target groups
- Supporting persons with the relevant skills to lead the communications and outreach effort
- Learning and applying lessons as we go deeper into the crisis
- Using templates to save time

ACTION POINTS

- ✚ ***Encourage staff to embrace the 7Cs of communication for external communication also.***
- ✚ ***Try to ensure that your website information is kept both relevant and current especially in the context of the COVID-19 crisis.***
- ✚ ***Accept the COVID-19 crisis as a part of the new backdrop of work and information on your organisation's response as work continues.***

8.0 ADMINISTRATIVE SUPPORT





8.1 General Administrative Support

SUGGESTED TEXT FROM CARICAD

The normal administrative support arrangements and hierarchies have been disrupted by the COVID-19 crisis. However, we will still require administrative support services to achieve success during the crisis. In the interest of clarity, we have listed some of them below.

- The keeping of vital records
- Maintenance of financial records
- Maintenance of systems, and equipment
- Delegation of authority
- Provision of supplies for essential functions and other procurement
- Security arrangements
- Maintenance of personnel contact lists
- Affixing signatures
- Payment of salaries and wages
- Payments to suppliers and service providers
- Processing of Human Resources Management requirements
- Routine communication with stakeholders

ACTION POINTS

-  ***Prioritise the tasks that must be undertaken, assign responsibility and agree to a schedule and methods of work.***
-  ***Ensure that there is a clear breakdown of responsibilities for administrative staff during the crisis.***
-  ***Ensure that guidelines for staff safety are followed if staff have to enter the office or other normal place of work during the existing national emergency.***
-  ***Identify the technology-based systems that will be used to support these tasks and ensure appropriate access.***






9.0 MONITORING AND REVIEW

SUGGESTED TEXT FROM CARICAD

The COVID-19 crisis has presented challenges that could not have been reasonably foreseen. It will therefore present us with opportunities to learn from the experience and to improve our planning for any such event in future. Additionally, when the “All Clear” is given we will have an opportunity to conduct a detailed review and record, and to make recommendations internally and externally.

We are still responding to the crisis and as such it is important that we monitor not only our work but the state of well-being of all our staff. We must make an effort to assist our personnel to remain in the best psychological state possible. However, we must do that while respecting their privacy and refraining from being intrusive in their personal lives.

ACTION POINTS

-  ***Decide on the form, format and frequency of reports that must be submitted, and by whom.***
-  ***Develop and maintain a matrix of responsibility and a related monitoring dashboard for priority work that must be accomplished during the crisis.***
-  ***Make work implementation a standard agenda item for virtual team meetings.***
-  ***Promote but do not insist on a “Buddy System” to encourage staff to support each other.***
-  ***Share information about psycho/social/financial assistance that may be provided to residents during the crisis.***

10.0 END NOTE

SUGGESTED TEXT FROM CARICAD


This COVID-19 BCP has been developed after the onset of the crisis but ironically without us having a sense of when the crisis will be over or the full toll that it will have taken in terms of deaths and negative effects on organisational life. It is therefore impractical for specific guidance to be given regarding resumption of “normal” work. It is clear that if the crisis extends into several months, the list of negative effects will become a very long one.

10.0 APPENDICES

SUGGESTED TEXT FROM CARICAD

1. Emergency & Priority Contact Numbers
2. Safety Guidelines
3. National COVID-19 Response Policy
4. Useful Websites

NOTE FROM CARICAD

 ***The appendices should be used only for details that promote greater understanding of aspects of the text but are not critical to the flow of the content in the document.***



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