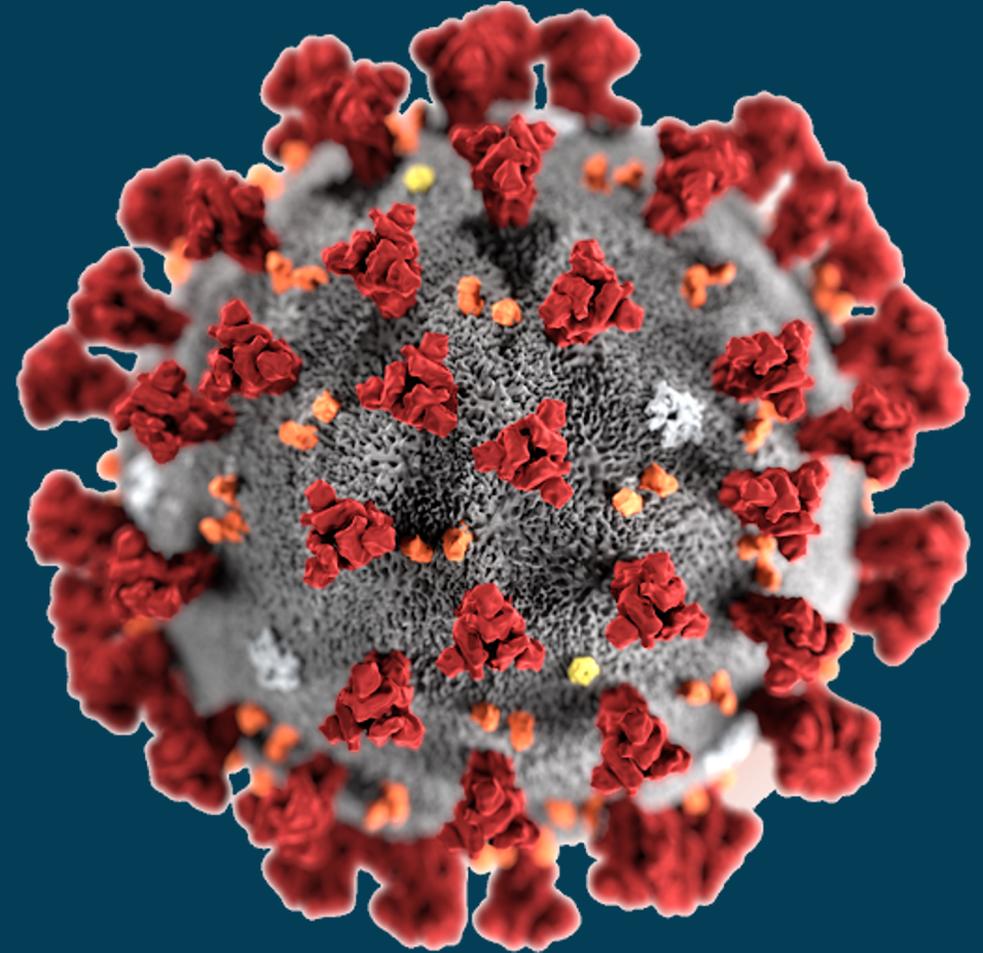




tandem  
circular economy consultants

# COVID-19

Response checklist



# Content of the Roadmap to Readiness - checklist

	Planning	Workforce Protection	Working Remotely	Operational Restructuring	Business Continuity
1-3 weeks	<ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate and communicate</li> <li><input type="checkbox"/> Ensure compliance with the law</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Train your staff on strict rules</li> <li><input type="checkbox"/> Prevent corona coming into and spreading on your site</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enabling staff to work remotely</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Design the restructuring of operations to promote social distancing</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess and understand demand side risks</li> <li><input type="checkbox"/> Assess and understand supply side risks</li> </ul>
4-6 weeks	<ul style="list-style-type: none"> <li><input type="checkbox"/> Boost morale and reduce stress</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Involve the community</li> <li><input type="checkbox"/> Support those who are / may be infected</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Managing and motivating staff remotely</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement the designed operational structure</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Manage demand side risks</li> <li><input type="checkbox"/> Manage supply side risks</li> </ul>

1-3 weeks

## Coordinate and communicate

- Set up a central, cross-functional, rapid-response team to make clear decisions, and monitor/take control of the situation, enabled with necessary decision authority and sufficient staffing to take a day-to-day agile approach to navigate changing environment. Identify all members.
- Conduct rapid-response team workshop to understand the the potential curve of cases (learn from other countries), possible impact to Zambia, surrounding countries and the business and to plan next steps (or watch the Seedcare Webinar)
- Discuss business response checklist in the rapid-response team and decide on order and timing of implementation
- Assign owners and teams for the different modules of the checklist and assign clear delivery dates - keep track in the business continuity plan (tool in excel)
- Set up daily rapid response meetings to provide fact-based analysis to enable fast, high quality decision making.
- Set up a communication plan (letter, WhatsApp group, (small) team meetings, trainings) to regularly communicate all requirements for staff
- Repeat, repeat, repeat all comms in daily dialogues - check how people are doing, reinforce the rules, ask for their challenges and worries, understand how things are going in the communities
- Adjust your daily dialogues, meetings and communication materials to the challenges and feedback that you get

## Ensure compliance with the law

- Ensure compliance with regulatory bodies such as the ministry of labour. Engage with work councils and unions as appropriate for respective region(s) of operation.

Zambia:

[https://mcusercontent.com/ac89a0b04933b9e16c08c6292/files/86f653f3-5889-477f-8ac2-404ed65cd9c3/Signed\\_Press\\_statement\\_by\\_the\\_minister\\_of\\_labour\\_and\\_social\\_security\\_on\\_the\\_resolution\\_passed\\_during\\_special\\_tripartite\\_consultative\\_labour\\_council\\_on\\_26th\\_March\\_2020.pdf](https://mcusercontent.com/ac89a0b04933b9e16c08c6292/files/86f653f3-5889-477f-8ac2-404ed65cd9c3/Signed_Press_statement_by_the_minister_of_labour_and_social_security_on_the_resolution_passed_during_special_tripartite_consultative_labour_council_on_26th_March_2020.pdf)

4-6 weeks

## Boost morale and reduce stress

- Communicate proactively about all aspects of the business and efforts undertaken
- Have weekly Q&A's with staff in small groups to allow time for sharing worries and problems and support staff
- Invite a psychologist to talk about COVID anxiety and how to prevent it
- Prepare for changes in environment (e.g., policy changes in the case of a reduction in government services such as school closures)
- Start thinking about target-setting and implications for compensation in a time of uncertainty
- Find ways to support your employees, community and society

# 1. Workforce Protection

1-3 weeks

## Train your staff on strict

- Install hand washing facilities on strategic locations on the site, on entry and before entering each zone (office, warehousing, production). Provide soap and water at those locations and set up a plan that it is always available. Provide soap or a household detergent that is suitable to clean highly touched surfaces
- Create training materials to train all your staff on all measures according to the staff health and safety training and plan small meetings (keep a distance) to conduct the training
- Make and execute a plan for reinforcement: conduct the interactive training, distribute posters and leaflets, also to take home, think of a game + incentive, do daily updates & send reminder messaging (eg WhatsApp), play the 'together we can' song on site, introduce fun challenges (eg send a photo how you protect yourself at home), assign 'corona-keepers' who will address when rules are not adhered to.
- Ask for a 'speak-up' culture so that we can remind each other of the rules and so that we can look out for each other in this crisis.

## Prevent corona coming into and spreading on your site

- Implement temperature measurement when entering the site, when above 37.3 check for other symptoms, when above 38, employee needs to be isolated and sent home
- Introduce employee self-quarantine policy based on travel history and health status; establish a list of Adjust travel policies (e.g., reduce non-essential travel – especially to highly impacted areas, reduce cross-facility travel and third-party presence)
- personnel travelling/returning to/from affected countries
- Initiate the procedure for dealing with people who are unwell while in the site/office (in line with HR policy requirements) including need for quarantine and ensure appropriate medical assistance is provided. Deep clean their work area.
- Provide soap for workers at home if they can't afford to buy this themselves
- Create a safe channel for employees to notify the company about an infection.
- Provide contact information for doctors that can be contacted through teleconferencing for remote advice / counselling, find a medical facility where seriously ill people can be treated, send talk time so they can stay in touch with the company and clinic.

4-6 weeks

## Involve the community

- If staff is from a certain community – plan community engagement sessions to educate the people how to prevent the spread and how to support each other when someone is ill. Contact the elders / village chief to help convey the right information and behaviours to the people. Consider how you can help the community and how the community can help you (create a win-win situation).
- Invite the local radio for an interview to be able to convey the main topics you are teaching your people as company.

## Support those who are / may be infected

- Establish accurate records of employees contact details
- Establish policies around forced time off in case of infection/quarantine and refine paid time off policies and return guarantees—to prevent sick employees from coming to work.
- Discuss and implement how can communities support providing necessities for the family? Get a support structure in place.
- Make a call list to daily call the people who are ill at home to monitor status and make sure guidelines are adhered to. Communicate with health authorities about suspected COVID-19 cases.
- Establish return to work protocols for affected employees

## 2. Working remotely

1-3 weeks

### Enabling staff to work remotely

- Review and decide on critical staff needed on site and assign which employees / roles need to work remotely. Restrict use of office for certain groups (e.g. visitors, non-critical personnel). Establish work-from-home policies where possible
- Ensure appropriate technological infrastructure support (e.g., IT solutions (laptop, VPN, key, power, data).
- Ensure critical data is backed up on a daily basis and recorded
- Ensure video/audio conferencing facilities are established in full working order

4-6 weeks

### Managing and motivating staff remotely

- Set up a mixture of Objectives and Key Results (OKR's) and Key Performance Indicators (KPI's) to communicate goals to the team and track progress against deliverables.
- Use (free) applications for video conferencing, task management and team collaboration
- Maintain regular communication with employees not working from the office, schedule recurring meetings to synchronize work and remove obstacles
- Discuss, assess and mitigate risks of working at home: loss of team building, confidentiality, security for financial processes, work exhaustion due to lack of boundaries
- Help staff working at home to boost morale by implementing good practices such as: designate workspace and declutter desk, make a routine in a timetable, dress for work, 'travel' to work by a short walk around the block, exercise, connect with people (work & private), eat healthy and communicate your requirements to people at home.
- Ask employees working at home to share learnings on how to maintain efficacy and morale

1-3 weeks

#### Design the restructuring of operations to promote social distancing

- Conduct the operational restructuring training (provided by Tandem)
- Reduce in-person meetings: review current meetings and decide to which can be reduced, which can be virtual (e.g., management team meetings, trainings, daily operations stand-ups).
- Establish individuals responsible for keeping critical services running, ensure they are trained and competent
- Design plan to reduce human traffic between different zones, such as warehouse and production. For example create smaller working groups (operating pods), define the minimum size group to achieve desired production levels, reclassify jobs/roles to improve ability to form pods and decrease inter-pod contact. Define when pods work, where they work. how there work together.
- Make a list of all tasks and activities - Can staff all work with 2m gap between them, can any activities needing more than 1 person be done with 2-3 people together max? Make a map and draw movements to understand possible paths crossing (examples are explained in the training 'operational restructuring by Tandem)
- Design and prepare set of rules to prevent people grouping together, e.g. in the factory, dressing rooms, canteens, etc. Organize shift handover or mechanical support via Skype if possible. Implement a schedule for taking breaks in groups as small as possible (eg names A-M first, N-Z second). Split production in shifts to reduce group size and interaction.

- Design physical boundaries if possible, lock doors to prevent human traffic / isolate departments, mark out e.g. with tape on the floor or signs or barriers, where people should or should not stand to maintain 1-2m gaps, place compartments in the office.
- Develop procedure to receive goods without contact with delivery drivers. Have hand washing or sanitizer facilities available for drivers. do not allow outside suppliers / truck drivers to come into the building (including toilet and canteen) / come in touch with employees. When loading / unloading trucks, ask drivers to to keep a distance after opening the truck, and do loading / unloading yourself
- Set up a policy for outside visitors: draft up necessary SOP's
- Consider suspending supply of meals to staff and request to bring their own. Or all plates, cups, cutlery to be thoroughly washed in hot water with detergent. Do not share these items.
- Increase frequency of washing all work overalls, uniforms etc

4-6 weeks

#### Implement new operational structure

- Implement policies, physical adjustments
- Train all staff
- Be present on the work floor to enforce rules and regulations
- Listen to questions, worries and feedback and act upon those
- Continuously improve the social distancing plan
- Reinforce rules and regulation in daily communication meeting

1-3 weeks

**Assess and understand demand side risks**

- Establish a demand-side rapid response team to monitor marketing, sales and pricing implications
- Reach out to customers to understand their situation and needs; communicate clear plan to mitigate risks and ensure business continuity. Observe and respond to shifts in customer behaviours
- Prioritize & protect valuable customers – understand what matters to them and how their situation will evolve
- Assess implications for salesforce effectiveness and adapt go-to-market strategies
- Prevent capitalizing on the crisis for short-term gains (e.g., price gouging)

**Assess and understand supply side risks**

- Establish supply-side rapid response team to monitor supply of raw materials.
- Mobilize a central “war room” to evaluate and address supply vulnerabilities and monitor risk daily
- Identify critical PPE for normal work tasks, and try to obtain stocks. Consider how work should be modified or stopped completely if PPE not available (NB: this relates to PPE critical for work tasks, not PPE for coronavirus)
- Ensure proper safety precautions inbound from suppliers with consideration to lead times. Prioritize public health and safety-critical products and services
- Actively communicate with suppliers to understand and minimize business disruption

4-6 weeks

**Manage demand side risks**

- Define actions/messages to show confidence and ensure ability to deliver to customers. Build confidence with customers in small (e.g., sanitizer at POS) and big ways (e.g., mass outreach, adjust return policy)
- Establish a rhythm of updates & engagement
- Refocus product and service offering
- Evaluate opportunities to ensure stronger linkages with key customers (e.g., via contracts, discounts, financial support)
- Resource less affected channels, products and services appropriately (e.g., focus on online vs. offline retail)
- Ensure appropriate capacity (internal or external) to respond to potential shifts in demand
- Explore opportunities to configure “comeback marketing campaign” in advance, quickly pick up ad spending post-epidemic (craft new product and service story and create new selling points)

**Manage supply side risks**

- Implement product/service allocation processes for constrained assets and/or supplies
- Establish a rhythm of updates & engagement
- Understand and implement options for reductions in range of offerings to reduce complexity while maximizing stakeholder/customer benefit
- Understand liquidity and business position of key suppliers and associated risks
- Provide financial/non-financial support to value chain partners (if feasible)
- Activate alternatives and contingencies for critical components, operations, and logistics routes
- Evaluate alternative demand/supply scenarios and their impact on capacity, and determine mitigation strategies (new local sourcing, etc.)
- Where possible, explore opportunities to partner with other companies to optimize resources

# A special thanks to....

.....all the companies that shared their business continuity plans with us:

- Boston Consulting Group
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- Bol.com (The Netherlands)