

A close-up photograph of two hands gripping a wooden steering wheel, symbolizing control and navigation. The wheel is made of dark wood with brass bolts. The background is a bright, slightly cloudy sky.

# COVID-19 Basic Guidelines Crisis Management

Minimum Requirements for an In-house Crisis Management

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## 1 Introduction

These guidelines outline the recommended actions for setting up a company crisis management connected to COVID-19. It mentions the minimum requirements to consider when managing your company in times of this crisis in a structured and organised way.

These guidelines are based on the pandemic contingency plan of the State Health Department of Baden-Wuerttemberg in the Stuttgart Regional Council (Germany). As these guidelines are not industry-sector specific, they should be adapted to your individual requirements and especially adjusted to the size of your company.

The GrECO Risk Engineering GmbH team is here to assist you both during and after the critical phase with personal consultancy for crisis and risk management.

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## 2 Setting up a Crisis Management Team

A crisis management team (CMT) should comprise at least the following members:

Team Member	Corporate Function	Tasks
<b>CMT Leader</b>	Snr. Management, Chairman / CEO, Managing Director	<ul style="list-style-type: none"> <li>Assembles the members of the crisis team</li> <li>Takes strategic decisions</li> <li>Provides the required resources</li> <li>Has a qualified overview about the current situation</li> <li>Decides on CMT responsibilities and tasks</li> <li>Assesses the development of events and decides on corrective actions</li> <li>Evaluates the impact of events on the company and provides documentation for potential compensation claims</li> </ul>
<b>CMT Coordinator</b>	Member of the Executive Team, experienced in crisis management	<ul style="list-style-type: none"> <li>Operational coordination of the CMT</li> <li>Supports the CMT Leader to perform his/her tasks</li> <li>Defines and tracks the tasks of the CMT members</li> </ul>
<b>Assistance</b>	Assistance	<ul style="list-style-type: none"> <li>Ensures the administrative effectiveness of the CMT</li> <li>Ensures complete documentation</li> <li>Ensures the distribution of information</li> <li>Supports all CMT members with administrative tasks</li> </ul>
<b>Communication, Contacts</b>	Media Officer(s), Press, Marketing, Legal	<ul style="list-style-type: none"> <li>Constantly informs key persons of the authorities/ institutions/ partners/ residents</li> <li>Gathers information from authorities/institutions etc.</li> <li>Manages all internal communication and represents the key interface</li> <li>Ensures constant media observation</li> <li>Ensures the documentation of all media contacts</li> <li>Provides constant information for all employees</li> </ul>
<b>Planning Committee</b>	Functional entities, resp. regional entities	<ul style="list-style-type: none"> <li>Establishes measures and concepts to maintain emergency operations for the respective functional or regional entity</li> <li>Reports to the Crisis Team Coordinator</li> </ul>



<b>Involvement of employee representatives in crisis planning</b>	Works Council HR	<ul style="list-style-type: none"> <li>Operational consultations</li> <li>Arranging the remuneration</li> <li>Short-time work</li> <li>Leave of absence</li> <li>Home office</li> </ul>
<b>Experts (internal, external)</b>	Other internal departments	<ul style="list-style-type: none"> <li>Expert consultation on special topics</li> <li>General advice and crisis management support</li> </ul>

Depending on the size and complexity of the organisation it is recommended to further arrange the mentioned competences in a core crisis team and an extended crisis team. Companies operating from different locations should occupy the essential core functions also locally. The local crisis teams should always report to the central CMT.

### 3 Defining Corporate Core Functions and Minimum Staffing Requirements

- Defining the criteria for restricted operations
  - Is there an obligation to maintain business (critical infrastructure)
  - Is the supply of intermediate products guaranteed
  - Is there still a demand for products and services during the crisis
  - Are there any official restrictions
- Defining key functions for ongoing operations
  - Adjustment of products and services depends on the demand during the crisis
  - Defining key functions for maintaining (emergency) operations

Number	Process (examples)	Description
	Customer requirements	
	Indispensable tasks	
	Suppliers	
	Infrastructure	
	Plant safety	
	Mail	
	Invoicing / Accounting	
	IT	
	Personnel matters	
	Liquidity checks	
	Cleaning	



Number	Process (examples)	Description
	Site security	
	Maintenance	
	Complying with safety regulations	

- Defining procedures to maintain the operational infrastructure
  - Namely designation of vital staff members/employees
  - Develop attendance schedules and standby duty rosters

Date	Task	Description	Responsible

- Consider social aspects and responsibilities for the selection
  - Travelling time, potential restricted access
  - Childcare
- Prepare for teleworking and home office
  - Check IT options
  - Check the legal framework (special provisions)

Employee's Name	Company equipment	Company phone	Private equipment for home office available	Private Phone	Child care in case of school closures	Possibility for home office exists and tested	Measures
Employee 1	yes	yes (smart phone)	no	yes	no	yes	-
Employee 2	no	yes (smart phone)	no	yes	yes	no	Purchase laptop



## 4 Arrangements with Customers and Suppliers

- Define indispensable products/services externally
  - Continuous planning at least 1 month in advance
- Define/select alternative suppliers and services providers
- Define product and service obligations
- Arrangements with temporary employment agencies (contract/temporary workers)
- Arrangements with business partners (external personnel)

## 5 Define Adapted Functions for Business Units/Departments

- Rate operational processes according to their importance
- Plan (ahead) to deactivate personnel
- Plan (ahead) to reassign personnel
- Plan additional work for personnel to fulfil specialized tasks
- Check short-time work
- Check vacation days and any special leave

## 6 Securing Supplies and the Company's Protection

- Secure the supply of services and the provision of goods
- Ensure that the plant safety remains functional
- Maintain facility management
- Ensure availability of required groceries and operating supplies

Name Standby Duty	Task	Time Slot (Day, Time)

## 7 Assisting Employees Abroad

- Establish and maintain contact to representatives abroad
- Organise premature return journeys
- Organise retrieval of afflicted
- Establish contact with family members and relatives
- Assist employees and relatives abroad



## 8 Provisions for Active Personnel

- Managing company access
- Organise corporate health services
- Deal with disease of employees at work
- Determine the type and amount of required aids
  - Purchase respirator masks
  - Purchase protective gloves
  - Purchase additional protective clothing/equipment
  - Purchase detergents and sanitizers
  - Purchase any additional aids
  - Purchase medication
- Comply with rules (e.g. adequate distance) of conduct when dealing with colleagues/employees
- Continuously inform employees about the current situation
- Set up communication services
- Motivating of staff and employees

## 9 Communication and Information

- Develop an internal communication network
- Set up an external communication network
- Passing on information to employees

Type of Communication	Participants	Intervals/Time	Communication platform
<b>Jour Fixe</b>	Entire department	Weekly, Monday 09:00	Webex
<b>Crisis Team Meeting</b>	Crisis team	Daily 08:00 - 09:00	Skype

- Instruct and train employees in hygienic behaviour
- Gather information from expert authorities about the development of the pandemic
- Use existing networks to other companies
- Gather information about official decisions
- Exchange information with the authorities
- Activate external crisis communication





## 10 Back to Business as Usual

- Inform about the return to normal operation
  - Resolution made by the CMT
  - Inform the crisis team, management and employee representatives
  - Structured information to employees and reactivation of employees as required
  - Information to customers, suppliers, authorities, public
- Dissolve any temporary partnerships
- Back to normal operation
  - Resume normal operation according to crisis plan
  - Restart production according to crisis plan
  - Find replacements for absent employees who do not return to work
- Inform employees about successfully coping with the crisis
  - Illustrate the effects on the company/organisation
  - Show appreciation for the positive and productive efforts of the employees during the crisis
  - Support relatives of deceased employees
  - Support sick employees who have suffered complications or permanent health damage and assist with rehabilitation
- Evaluate pandemic effects on the business
  - Define and assess economic losses
  - Preservation of evidence for any claims for compensation
- Analyse and resolve potential shortcomings of the crisis management plan
  - Analyse internal shortcomings
  - Examine any lack of cooperation with customers or suppliers
  - Gather information on best practice behaviour from other companies (similar business sector, neighbouring businesses) and industrial associations
  - Adapt and optimise the existing crisis management plan



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