

### **4.3 Business Impact Analysis and risk assessment**

#### **4.3.1 Business Impact**

1. Business impact analysis and risk assessment is a key element in any business continuity plan.
2. Business analysis enables the organisation to assess the impact that disruption of activities would have on manufacturing, packaging and delivery of its products and services. This enables the organisation to prioritise the resumption of activities.
3. A risk assessment enables the organisation to assess the risks of prioritised activities being disrupted so that it can take appropriate action to address these risks.
4. Understanding the risks of disruption to these prioritised activities enables the organisation to manage them.
5. The outcome of business impact analysis and risk assessment enables the organisation to determine appropriate parameters for its business continuity strategies and solutions.
6. For further guidance on business continuity management systems, see ISO 22313:2020.
7. It is for the organisation's top management to determine the thresholds of impact that are unacceptable to the organisation, i.e. number of confirmed cases as a proportion of the total number of employees and how it will impact the business continuity of the organisation.
8. Ongoing government advice and directives should be closely monitored, which will ultimately have an impact on the organisation's continuity plan.
9. In the event of one or more cases, HSE advice should also be taken into account during the decision making.

See Annex A for more general information on risk assessments.

#### **4.3.2 Risk assessment in the event of one or more cases**

An after-action review (AAR) of the response to a confirmed case should be carried out with the aim to improve preparedness, response and recovery capacities and capabilities through a continuous quality improvement cycle, in order to lessen the impact of future incidents.

The HSE have developed a guidance document on after-action review, which can be applied in the review of a response of a confirmed case.

The conclusions and output from the incident review should feed into the organisation's decision-making process relating to the recovery of the business following one or more confirmed cases, see section 5.

To aid this decision making, a threshold of the number of confirmed cases in the workplace, along with proportionate action to be taken, e.g. segregation of

workers/zones, alternative site and ultimately closure of the business, should be established as part of the Business Continuity/COVID-19 Plan.

#### **4.3.3 Human resource management**

The following actions should be taken:

1. Appoint a crisis management co-ordinator to ensure that employees are familiar with the COVID-19 requirements and comply with them during this period. A deputy should also be appointed.
2. Develop a plan for the continuity of leadership in the event of absence of key decision makers and executives.
3. Consider flexible work arrangements for employees, including working from home. Review employee management policies such as absenteeism, sick leave, overseas travel, workplace closure and recall of non-critical employees and their families from affected countries.
4. Develop a risk assessment document for each employee to complete. Obtain a health and travel declaration from employees.
5. Defer all non-essential travel. Management should identify what is essential travel.
  - Employers should routinely check the HSE website for the latest updates on the coronavirus situation so that an informed decision can be made on whether to proceed with business travel plans.
  - If business travel is unavoidable and alternative options such as teleconferencing and video-conferencing are not possible, employers should arrange for their employees to consult a doctor for travel health advice prior to travel.
  - For employees whose work is performed in affected countries or regions, employers should ensure that employees are adequately protected or monitored in accordance with HSE guidelines.
  - Requirement to report any foreign travel either on authorised leave or on personal time off to managers prior to returning to work.

#### **4.3.4 Report issues to your employer**

If an employee develops symptoms or they have come in contact with an infected case, they need to inform their employer and provide any contact log information. They should immediately follow the self-isolation recommendations. All information provided by the employee must be treated confidentially