

SARS Survey - The Outbreak of Severe Acute Respiratory Syndrome (SARS) ... How Did it Affect You & Your Company?

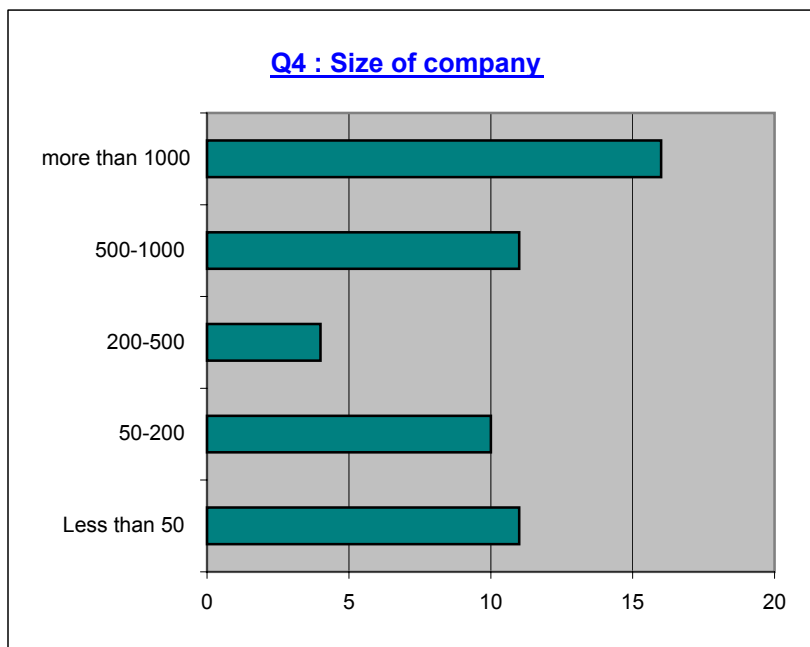
Survey Results On :

THE EFFECT OF SARS ON ORGANISATIONS

Location : North Asia (Hong Kong, Mainland China)

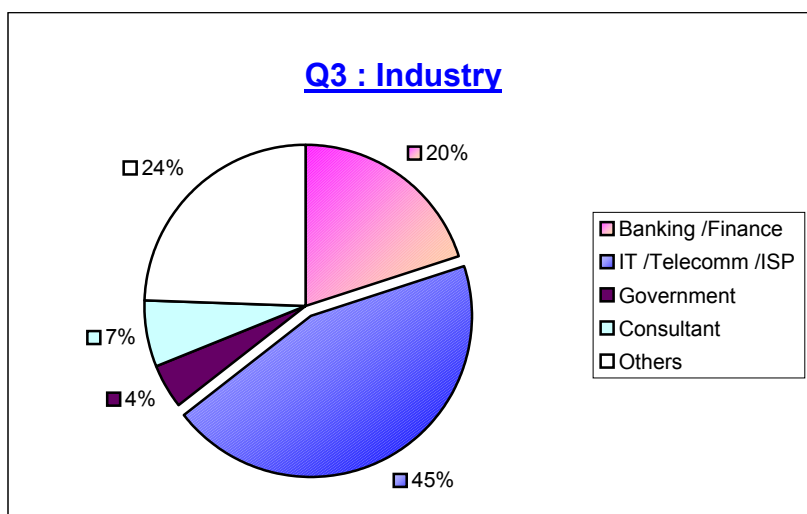
Total Respondent : 55

A. RESPONDENTS' PROFILE



Analysis :

Majority of the respondents are from medium to large organisations with manpower size ranges from 500 to more than 1000.

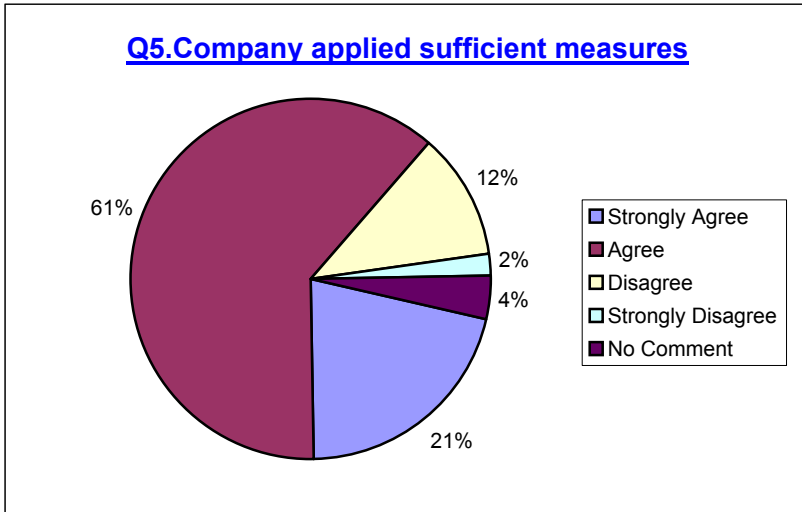


Analysis :

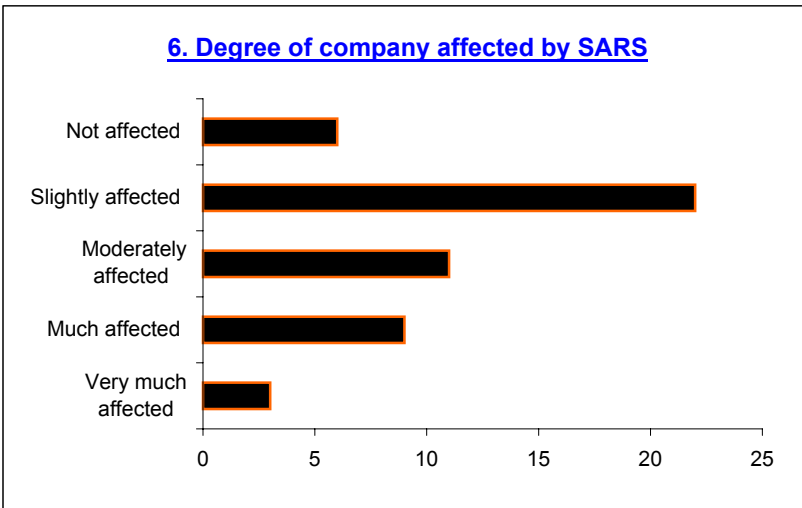
45% of the respondents are from the IT, Telecommunication and Internet service providing industry. One fifth are from the banking and finance and the rest are either from the government, consulting and other industries.

SARS SURVEY RESULT (Con't)
 (North Asia : Hong Kong, Mainland China)

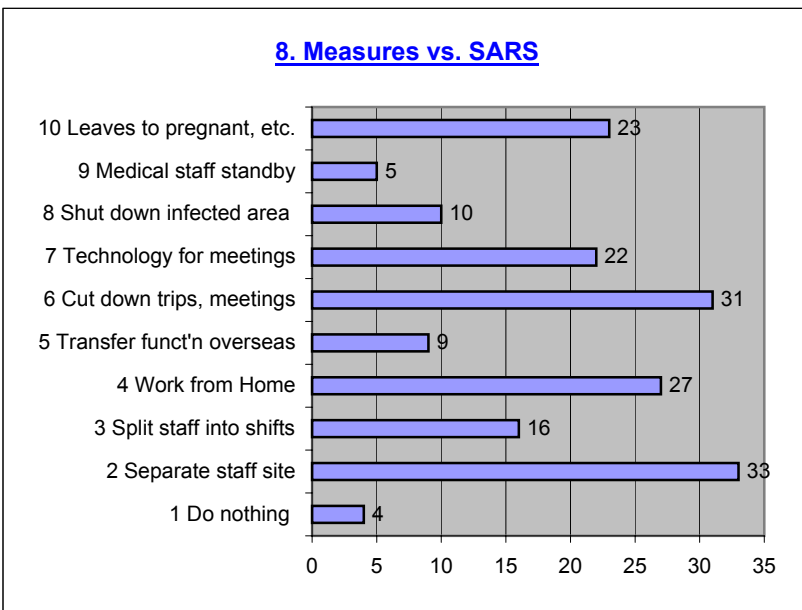
B. FINDINGS



Analysis :
 A vast majority of 61% of respondents agreed that their company applied sufficient measures. While almost one fifth strong disagree that their company had done enough.



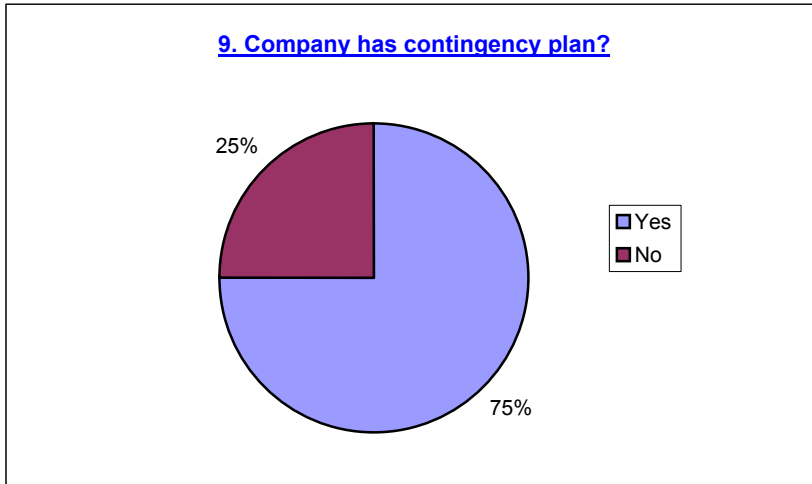
Analysis :
 Almost 50% of the respondents were slightly affected by SARS outbreak. About 25% are much and very much affected by the outbreak.



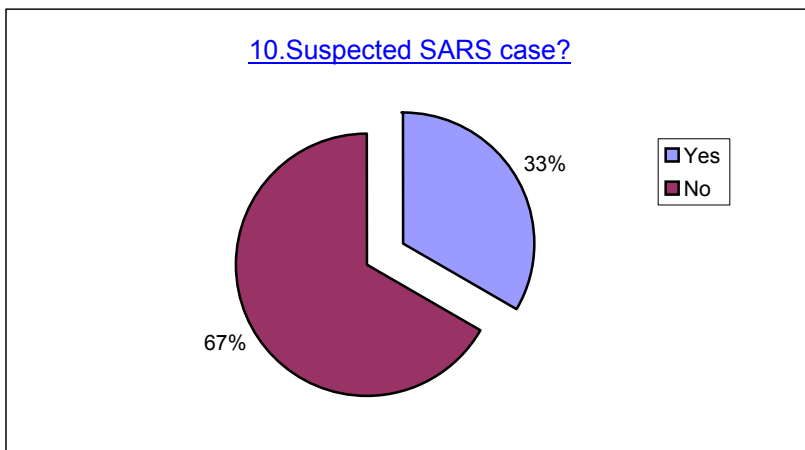
Analysis :
 The most employed measures was to reduce the inter-person contact by cutting down trips and meetings, separate staff to different sites and allowing staff to work from home.

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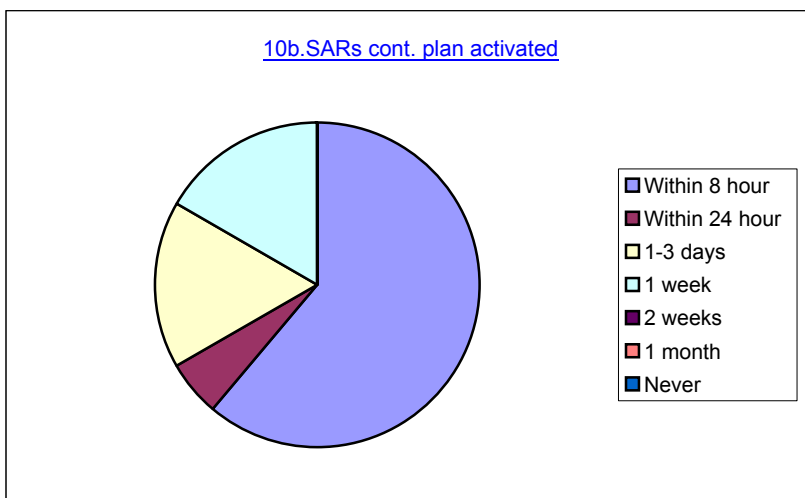
B. FINDINGS



Analysis :
 Most of the companies has some form of contingency plans.



Analysis :
 33% of the respondents' companies had suspected SARS case.



Analysis :
 60% of the respondents' company affected by SARS activated their contingency plan within 8 hr, 17% within 1-3 days and another 17% within a week. 6% took 24hrs to activate. None take more than 1 week or no action.

Compile & Analysis by :
 Henry Ee (BCP Asia) & SC Leung (PISA), 15th July 03

SARS SURVEY RESULT (Con't)

(North Asia : Hong Kong, Mainland China)

11 a. Comments on Company Plan.

Communication

General : Information should be disseminated by Central Unit

Good : Invite Doctor to talk on protection from SARS

Poor : Rumour need to verify and clear it up ASAP
No or slow communication of plan
Slow in reporting of SARS case

Commitment

Good : The plan was well planned and implemented with FULL commitment and cooperation from all levels of employee

Empathy

Good : Manage Staff sentiment
Sensible policies were established by senior management e.g allow taking taxi to avoid crowd

Speed in response

Good React rapidly after the suspected case reported
Cleaning hands and shoes at the main entrance, provide free face masks to guests

Bad Slower response due to unknown "trigger point" for activating plans.
Slower response due to work from home

Passive Action

Bad Rely on voluntary reports - no solid measures to identify infected personnel
Rather passive, only cutting meetings does not really help

Cost

Problem Keeping Track of costs was difficult
Suggest to have one single BRP costs centre and recharge later.

Constraint on resources

Good Head office backup

General Splitting of temas in separate office location put pressure on available resources
I.e. manpower, IT support etc.

Contingency Plan

General SARS drives management to consider contingency plan
No such plan to relieve the impact that may be posed to our business
Put in place preventive and contingency measures in advance
When the reponses strcuture was established it worked very well, users should use the BRP coordinators effectively

Bad Part of the contingency plan seems developing "extreme solution" such as staff under quarantine still need to manage the daily operation
Plan focus too much on technical side than personnel e.g. backup of data and site
Not familiar with the plan

Splitting workforce/Work from home

General The company enforced "work at home" model for some of the high risk staff such as pregnant and people reside at suspected community.

Good Remotely access and operate the business is good

Problem Software license issue when work at home
IT security of the home computer when connected to company internal network
Staff not splitted to sites or shift

SARS SURVEY RESULT (Con't)

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11b. What can be improved by company?

Communication

- 1 Clear Policy to state under which situation staff should be off-duty
- 2 Better communication procedure
- 3 Revise team structure to make it more transparent

Speed in responding

- 1 Improve activation speed
- 2 Tighter control and concerns on staff
- 3 Speed up activation and decision/ escalation making process

Contingency plan

- 1 Crisis Management aspects such command and control and communications
- 2 Create a special contingency plan for human resource based disasters
- 3 Have a BCP ready as soon as possible. Identify on the necessary / critical business activities such as settlement etc
- 4 Have IT and Telecoms to help BRP team to identify technical requirements
- 5 Deeper and more comprehensive plan
- 6 Better use of other office as alternate site
- 7 Separate working office or home working
- 8 Prepare Backup staff to cater for the loss of staff scenario e.g cross training
- 9 Documentation of operation procedure
- 10 Testify the alternative site or split team strategy
- 11 Test and Update BCP regularly

Strategy

- 1 Remote access, web services
- 2 Enforce shift work
- 3 Keep track of vacant space available and network capability
- 4 Workflow standardization and automation

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12 a. Department Specific Measures

Communication

- 1). Keep Staff informed of the latest news on SARS

Plan

- 1) Activated some of the normal BCP plan arrangements
- 2) A business unit plan was established with departmental specific measures in response to our own business and operation needs.

Policy

- 1) Close the canteen and avoid crowding people in an enclosed area.
- 2) Enforce all staff wearing masks in office
- 3) Enforce all visitors need to wear masks
- 4) Enforce travel control and monitor staff travel.
- 5) Increase hygiene measures e.g. more frequent cleaning

Resource

- 1) Arrange for direct shipment of goods from suppliers to customers in order to prevent any delay in case Hong Kong office has problem.
- 2) Provision of surgeon masks to staff and immediate family members

Remote

- 1) Work from home
- 2) Enable remote access and open accounts.

Spirit

- 1) Keep the spirits of staff high to defend SARS.

12 b. Comments on Department Specific Measures

Remote Access

- 1) Remote access cannot provide full network services

Side Effect

- 1) Direct shipment arrangement may impact Hong Kong office status in longer term.

Spirit

- 1) Recognition from the senior management from time to time is important.

12 c. Improvements in Department Specific Measures

Remote Access

- 1) Deploy secure VPN

Resource

- 1) Sufficient resources and recognition should be given to the recovery team.

Control

- 1) Enforce body temperature checks and report.

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