

# HOW PREPARED IS YOUR ORGANIZATION TO FACE THE NEXT PANDEMIC OR DISASTER?

Quizzes & Recommendations



## TECHNICAL FICHE

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# 01

## INTRODUCTION

This document aims to provide a simple tool to quickly evaluate the preparedness of organizations to face the next pandemic or other disasters.

Take the 5 short quizzes, answering honestly to the questions and then check how prepared your organization is in each section. If the result is below your expectations, check our recommendations, as they might help you increase the resilience of your organization.

**i** **NOTE:** By organization we mean a person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives (ISO 9000, 2015). This means you can use the quizzes having in mind the company you work in, or the department in which you work. Or your sports or social club. Or your family. They are all organizations.

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→ QUIZZES

## Stop-Breathe-Regroup-Assess Risk

> Do you communicate openly in your organization, including sharing your fears and doubts?

YES

NO

> Do you have a mindfulness program in your organization?

YES

NO

> Does your organization have an open culture, with mechanisms in place to for everyone to freely share their opinions, including concerns and ideas, without fear of judgement?

YES

NO

> Does your organization have a systematic approach to risk, identifying, analysing and reviewing them periodically?

YES

NO

> Is positive thinking part of your organization's culture, where a conscious, proactive effort is made to identify potential opportunities in setbacks?

YES

NO



**Do you know what a national quality infrastructure is?**

YES

NO



**Does your organization participate in standardization technical committees?**

YES

NO



**Do you know how to look for standards and standardization technical committees that might be of interest to your organization?**

YES

NO



**Does your organization hold any certification?**

YES

NO



**Does your organization identify, analyze and review periodically its internal and external context?**

YES

NO

## Red Quiz

### Get the bandages

Do you have an emergency plan, including responsibilities for who does what and evacuation routes, established in your organization?

YES

NO

Was training provided to staff including mock exercises, on how to deal with emergencies?

YES

NO

Have you ever made a list of all the job roles of your organization that can be done remotely?

YES

NO

Are the personal computers of your staff laptops?

YES

NO

Does the employee benefit package of your organization include home wi-fi?

YES

NO

## All hands on deck



Are you aware of the benefits of a management system?

YES

NO



Does your organization have a management system implemented, based on published standard?

YES

NO



Do you have systematic practices in place to assure the quality of the products and/or services of your organization?

YES

NO



Do you have systematic practices in place to assure business continuity of your organization in face of a pandemic or other disaster?

YES

NO



Do you know what are the basic steps to implement a management system?

YES

NO



## Roar and Soar

- Do you know what are the main causes of climate risks?
- YES
- NO
- Do you know how your organization can contribute to mitigate climate risks?
- YES
- NO
- Has your organization educated its staff on how they can contribute, as individuals, to mitigate climate risks?
- YES
- NO
- Have your organization identified their impacts and those of their products and/or services impacts on climate and society?
- YES
- NO
- Do you know how to systematically identify the above-mentioned impacts and how define actions to address them?
- YES
- NO

The background features a stylized illustration of a clipboard with a checklist. The clipboard has a red border and a white sheet of paper. On the paper, there are three rows of text, each preceded by a small square containing a checkmark. To the right of the clipboard, there is a large, dark purple checkmark. The entire scene is set against a solid purple background.

## 02

### GETTING AND UNDERSTANDING YOUR RESULTS

Attribute 1 point to each Yes answer and zero to each No answer. The higher the result in each section the better prepared your organization is. If your organization didn't achieve a 5/5 result in each section, check out our recommendations in the next pages.

# 03

## RECCOMENDATIONS

The recommendations are grouped under 5 color-coded groups, which match the programme courses as follows:

- Blue >> Course 1 - Stop-Breathe-Regroup-Assess Risk
- Yellow >> Course 2 - Reach Out
- Red >> Course 3 - Get the Bandages
- Purple >> Course 4 - All Hands on Deck
- Green >> Course 5 - Roar and Soar

## BLUE RECCOMENDATIONS

### → READ THE CASES

01

#### **QUASAR Case**

QUASAR Consulting (QSR) is a MSME registered in Portugal that specializes in applied research and human resources consultancy. During the lockdown, when most Portuguese companies were laying-off their staff, although the company were eligible for that measure, QSR leaders checked-in the situation with each element of staff and reshuffled job roles as needed to accommodate their specific family needs (such as attending for young children at home) as well as their family economic situation (e.g. extending, during the lockdown, a part-time collaborator to a full-time position whose spouse was fired during this period). These actions communicate the message «either we survive together or we die together, but we'll always keep together. No one is left behind.»

The company also asked for a bank loan to expand their activity to pursue the business opportunities brought in by the pandemic crises. The loan is intended to hire more personnel and give even better conditions to the ones already in the team, which salaries will be raised in January 2021.

02

#### **Ofelia Case - From Design Bags to Accessible Face Masks**

which enabled them to develop close ties with theatre and puppet theatre. They also owned a handicraft business, Ofelia Collection, that was specialized in manufacturing design purses for sale in craft fairs and bazars.

The outbreak of COVID-19 dealt a blow to both their cultural activities and their business. Theatres were shut down and fairs and bazars became a thing of the past. Sofia and Carolina were quick to think on their feet and repurpose their production to cloth face masks, which, during the initial period of the pandemic were sold at a prohibitive price, especially for big families. It was impossible to buy a cloth face mask for less than €10 and they thought: “We have our sewing machine, fabrics and free time, why don't we manufacture some cloth face masks at a reasonable cost? In such a way, we could sell at an affordable price and make face masks be accessible to everyone!”

They researched different models, standards and requirements and decided to give it a go, using their family and friends as “guinea pigs”.

After receiving feedback on models, sizes and other characteristics, they chose what would become the Ofelia Face Mask: A double layer 100% cotton mask, with an opening to insert a disposable filter, which they produced at €3 per mask.

The first batches were sold quickly by word of mouth and grabbed the attention of a journalist who wrote an article about face masks, including the Ofelia Face Mask. The article changed Sofia's and Carolina's lives. The morning after the article's publication brought over one hundred orders. This figure increased to four digits over the next weeks.

Drowned in orders, they used all the fabric they had in stock and ordered new batches, only to run into an enormous challenge. Their long-time suppliers were shut down with no signs of re-opening as the Government maintained the national lockdown. They had no fabrics and lacked other material, such as elastic cords. The high demand motivated them to reach out to new supplies across the country. It also prompted them to enlarge the team – first with family members, then with friends and friends of friends who, like them, have been also deprived of their jobs and income.

As the new business stabilized and the demand reached a more manageable level, Carolina and Sofia took a breath to analyse the manufacturing process and make adjustments to improve efficiency. They are currently looking into implementing international standards, such as CWA 17553:2020, the CEN Workshop Agreement on Community Face Coverings, which will require, among other things, investments to further improve their production process. They have also been listening carefully to their customers feedback and keep adding complementary items, such as holding straps and small purses to stow the face masks when not in use.

Sofia's and Carolina's experience illustrates entrepreneurship at work. They seized the opportunity and focused on acquiring the resources to deliver. Once they gained confidence in their ability to repurpose to a new product and ensured continuous demand, they proceeded to seek avenues to improve their product, where standards implementation can play a significant role.

## → WATCH THESE VIDEOS

Embrace vulnerability It's Time to Embrace Vulnerability | Simon Sinek

How to train your monkey mind

Cirque du Soleil The 7 doors - Lyn Heward

## → ENROLL IN THE COURSE

Enroll in the following course of the UNECE Programme of Study "Boosting Stronger Economies After COVID-19":

- **Course 1: Stop-Breathe-Regroup-Assess Risk: What happened and what can we do?**

## → IMPLEMENT THE REQUIREMENTS OF THESE STANDARDS

### **ISO 31000 Risk management - Guidelines**

This standard will help organizations to clearly identify and address the risks posed by pandemics and other disasters, therefore speeding and strengthening their recovery. It will also help organizations integrate risk management into your daily operations, thus preparing them to better face other pandemics and disasters.

### **ISO 56002 Innovation management — Innovation management system — Guidance**

This standard will help organizations to implement a systemic approach to innovation and explore the full creativity potential of their workforce. It will also help the organization further specify and fine tune their management system.

## YELLOW RECCOMENDATIONS

### → READ THIS BROCHURE

[ISO in Brief](#)



### → WATCH THESE VIDEOS

[SOCK Puppets Explain: How ISO Develops Standards!](#)

[Strategic Alliances and how they can help you grow your business by Safaraz Ali](#)

### → ENROLL IN THE COURSE

Enroll in of the UNECE Programme of Study “Boosting Stronger Economies After COVID-19”

- **Course 2 - Reach Out: Do we have enough safety nets?**

### → USE THIS TOOL

Use the PESTEL-SWOT Combined Analyses tool to identify the internal and external contexts of your organization

- **PESTEL-SWOT Combined Analyses Tool**

## RED RECCOMENDATIONS

### → READ THIS CASE

01

#### KIC – How to make remote work and flexitime work

The Knowledge Innovation Centre (KIC) is a MSME registered in Malta with a fully virtualized office and specializes in applied research in social sciences. Their staff – mostly researchers - are spread across 6 European countries and work from home with flexitime since they joined the company at different moments in time in the past decade. Because of this, the company was better prepared for the pandemic than most, and the lockdown did not require any major changes, although some were implemented by top management to provide emotional support to staff during the COVID-19 Crises (see example on Module 1, Section 1). KIC's management, operations and communication and are assured through a multitude of software applications designed for different purposes, that complement each other and assure adequate operational and strategic planning, control and continuous improvement, as described in the following paragraphs.

- ZOHO Projects is used for research projects planning and control. This application allows for detailed input regarding milestones and tasks of each project, as well as its attribution to given roles in the organization. Task execution, review and approval can be attribute to different staff members, assuring adequate quality control. Fields for comments and for attaching files facilitate task-related communication and iteration and keep task related records together for easy retrieval at any time. The app even allows for field-to-mail comments, meaning a comment inserted can be directly sent via email to anyone – this feature is useful to share a comment with staff not allocated to the project or external parties. ZOHO is also used to prepare project timesheets for reporting, which is complemented by Expensify in what regards travel costs. This app allows for receipt and boarding cards to be scanned through the phone and automatically read and its content added to a trip report.
- To schedule, invite, hold and record meetings, KIC uses x.ai, Doodle, Google Calendar and ZOOM and for corporate instant messaging Cliq is used. This messenger allows for group/team and one2one chat, as well as file sharing.
- KIC uses wordpress to support its internal knowledge base and communicate it to their staff. This includes standard operation procedures and other relevant management and operational information and guidance.



- KIC uses a private cloud service for internal filesharing and storage and dropbox for filesharing among the projects' consortia. Google docs is also often used to develop collaborative content with project partners. Dedicated e-mail lists complete the apps used to communicate with projects' partners.
- For external communication, KIC also uses wordpress for websites – both for the company website and for the projects' websites. Social networks, such as LinkedIn, Facebook and twitter are also used to disseminate company and project news.

A virtualized office is so first nature to KIC, that the company even onboards remote apprentices.

### → WATCH THIS VIDEO

Remotely Productive: You can work from home | Jay Hayes | TEDxWilsonPark

### → ENROLL IN THE COURSE

Enroll in the following course of the UNECE Programme of Study “Boosting Stronger Economies After COVID-19”

- **Course 3 - Get the Bandages: Sort Out the First Aid Toolkit**

### → IMPLEMENT THE REQUIREMENTS OF THESE STANDARDS

**ISO/PAS 45005 Occupational health and safety management — General guidelines for safe working during the COVID-19 pandemic**

This standard will help organizations assess their workforce and market situation with a systematic approach and choose wisely the most favorable options for a safe return to work during a pandemic situation. It will increase confidence and strengthen the bonds with the workforce and costumers

## PURPLE RECCOMENDATIONS

### → READ THIS ARTICLE

[Management System Standards](#)

### → WATCH THIS VIDEO

[ISO 9001 IN A NUTSHELL | How it Works and How it Can Work For You](#)

### → ENROLL IN THE COURSE

Enroll in of the UNECE Programme of Study “Boosting Stronger Economies After COVID-19”

- **Course 4 - Hands on Deck: Let the Transformation Begin**

### → IMPLEMENT THE REQUIREMENTS OF THESE STANDARDS

#### **ISO 9001 - Quality management systems — Requirements**

This standard will help organizations to continuously clearly identify their costumers needs and expectations (which can vary during a pandemic or other disaster). It will help organizations to implement a plan-do-check-act approach, which will work as a lifeline during stressful times. It will provide up-to-date information regarding the status of operations and costumer reactions to products and services, thus allowing for quick adaptations as necessary (which is needed in phases of great uncertainty, such as pandemic or post disaster phases).

#### **ISO 22301- Security and resilience — Business continuity management systems — Requirements**

This standard will help organizations to have a clear understanding of their vulnerabilities, thus allowing for an anticipated prevision of how a pandemic or another disaster can affect them, thus helping them to manage risks in a way to boost their resilience to face adversity. It will help organizations to establish business continuity plans that can be implemented when business-as-usual is no longer possible, thus assuring the survival of the organization during tough times and a quicker recovery from them.

## GREEN RECCOMENDATIONS

### → READ THIS REPORT

[EAT-Lancet report](#)



### → WATCH THESE VIDEOS

How we could change the planet's climate future | David Wallace-Wells

Discover the new ISO 14001:2015

### → ENROLL IN THE COURSE

Enroll in of the UNECE Programme of Study “Boosting Stronger Economies After COVID-19”

- **Course 5 - Roar and Soar: What challenged shall we embrace next?**

### → IMPLEMENT THE REQUIREMENTS OF THESE STANDARDS

#### **ISO 14001**

This standard will help organizations to identify the aspects of their products and services which have negative environmental impacts. It will also help organizations to work on those aspects, in order to mitigate the negative impacts, thus helping prevent future pandemics and other disasters and other disasters that are climate change related.

## → IMPLEMENT THE REQUIREMENTS OF THESE STANDARDS

### **ISO 45001**

This standard will help organizations to identify the hazards of their operations which have negative occupational health and safety risks (these include additional hazards arising from COVID-19 and other pandemics). It will also help organizations to work on those hazards, in order to prevent incidents, which, in pandemics and other disaster phases is crucial to prevent the spread of the disease.

### **ISO 50001**


This standard will help organizations to brainstorm how to repurpose their ways of doing business, in order to be more energy efficient and have less negative impact in the environment, thus helping prevent future pandemics and other disasters that are climate change related.

### **BS 8001**

This standard will help organizations to work on the aspects of their products and services which have negative social, economic and environmental impacts, in order to be able to mitigate those impacts. It will help organizations to brainstorm how to repurpose their ways of doing business, in order to become part of a circular economy, thus helping prevent future pandemics and other disasters and other disasters that are climate change related.

### **ISO 26000**

This standard will help organizations to brainstorm how to repurpose their ways of doing business, in order to become socially responsible, thus helping prevent future pandemics and other disasters, as well as navigating them responsibly if they happen.



This booklet is a complementary resource to the UNECE open online programme of study **Building Stronger Economies after COVID-19: Standards Implementation for Boosting Micro, Small and Medium Enterprises (MSMEs) Resilience**

This programme of study is Free. You can enroll [here](#).