



CERTIFIED MANAGEMENT CONSULTANTS



Strategic Plan Towards 2025
+
Business Plan 2021

Final Approved
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Public Version

The Institute of Certified Management Consultants of Alberta (ICMCA), also branded as CMC-Alberta
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Confidential

Vision – Mission – Critical Success Factors Towards 2025

CMC-Alberta as a Self-Regulating Professional Institute under POARA

Vision 2025

By 2025 CMC-AB will be an energetic community of ethical and competent consultants with specialties in such diverse fields as: Technology, Software, AI systems, Engineering, Environmental, Governance, Finance, Strategy, Human Resources, Customer Service & Hospitality, Data Measurement & Analytics, Quality/Six Sigma/Business Processes, Social Media, Marketing, Branding & Communications who have minimum competency across several areas and identify generally as Management Consultants.

Business, government and NFP executives will have come to appreciate the value and benefit CMC's, FCMC's & CMC-Firms can bring to their organizations, and regularly choose the services of CMC's over those without certification credentials. The public will trust CMC's as professionals and CMC-Alberta.

An expanded membership-registrant base inclusive of student, associate/candidate, and full-time CMC/FCMC members category dues, along with profitable Member events, has delivered an increased, sustainable income stream supportive of a CMC-Alberta staff & volunteer cadre proud to deliver tangible impact for both members and member clients.

Mission

The mission of the Institute of Certified Management Consultants of Alberta is to provide leadership for practicing management consultants and to assure management consulting clients and the public of the qualifications, competence and ethical standards of Alberta's Certified Management Consultants.

Critical Success Factors 2025

1. Revitalize the CMC-AB Member community, with impactful events that encourage networking, sharing, learning, and volunteering; plus building the “esprit de corps” among fellow professionals.
2. Streamline Certification processes, Recertification, FCMC recognition, Practice Review and Discipline that leverages our self-regulatory privilege and proactively protects clients & public.
3. Implement a multi-faceted promotional initiative in traditional media, LinkedIn, and other channels to build the reputation of the CMC designation with business, government, NFP, plus major & mid-sized Consulting Firm leaders.
4. Implement an outreach campaign to attract various specialty area Consulting Firms & Consultants to see themselves as Management Consultants and value the CMC designation.
5. Ensure updated constating documents, policies and administrative resources (web, digital, communications, financial, staff and volunteers) evolve to support the advancement of CMC-Alberta.

2021 Business Plan Goals & Measures

Goals	Measure(s) of Success	Primary Lead Responsibility
<p>CSF 1 – Revitalize CMC Member Community</p> <ul style="list-style-type: none"> Grow the numbers of both certified and associate members Continue to enhance competency of CMC and members through ongoing education/events 	<ul style="list-style-type: none"> Build CMC/FCMC # of Members to 270 (40 new CMC's), Associate members to 220 (with 75 new Candidate + 75 new Associate members) and 100 new student members At least 90% (370) of CMC/FCMC and associate members attend at least 1 member Institute(s) seminars/events. 	<ul style="list-style-type: none"> Growth Committee w/ Registrar Education & Events C'tee
<p>CSF 2 – Simplify & Streamline Certification, Recertification, Practice Review & Discipline to protect clients & public</p> <ul style="list-style-type: none"> Ensure existing CMC/FCMC members take continuous competency advancement seriously. Enhance the Institutes' proactive approach to practice review and complaint/discipline readiness. Build member understanding of what it means to be part of a self-regulating profession. 	<ul style="list-style-type: none"> 100% achievement of annual CPD & Attestation to the Code through annual renewal process. 5% (12 people) of members will receive a proactive practice review assessment in 2021. 2 Articles in CMC-AB Members Update and regular elements in Member Education/Events promote the responsibilities of professionals 	<ul style="list-style-type: none"> Board Chair & Registrar Practice Review & Discipline C'tee Doug/Cathy
<p>CSF 3 – Develop & Implement a multi-faceted promotional initiative to build the reputation of CMC designation with clients & consultants</p> <ul style="list-style-type: none"> Put together & launch a marketing campaign for billboards, internet & social media 	<ul style="list-style-type: none"> Feature 20-25 ICMCA Members in a campaign across a number of media elements. Starting in Q1 2021 Update by March 2021 CMC-Alberta website as a foundation for members and marketing initiatives. 	<ul style="list-style-type: none"> Marketing Sub-Committee Website & Social Media Committee Website & Social Media Committee
<p>CSF #4 – Develop & implement an outreach campaign to attract various specialty area Consulting Firms & Consultants</p> <ul style="list-style-type: none"> Reach out to Major & Mid-sized consulting firms to recruit new Associate members and CMC-Candidates including regular, MBA, experienced and executive streams. Reach out to other consultants 	<ul style="list-style-type: none"> Gain new CMC's/members in a variety of categories: <ul style="list-style-type: none"> ➢ 10 Executive ➢ 10 Experienced ➢ 10 MBA-Continuous Ed ➢ 10 Regular ➢ 75 Candidate members ➢ 75 Assoc Members ➢ 100 Student Members 	<ul style="list-style-type: none"> AB Growth Committee – “Sales Team”

<p>CSF # 5 - Ensure updated constating documents, policies and administrative resources evolve to support the advancement of CMC-AB.</p> <ul style="list-style-type: none"> • Complete Governance-Operational Policies • Work with CMC-Canada to ensure sustainable administration set-up for CMC-Alberta • Work w CMC-Canada to ensure accurate and up-to-date Register of members, Accuracy of Candidate status, and advancement towards certification, Tracking of CPD & Attestation to the Code of Conduct. 	<ul style="list-style-type: none"> • Remainder of ICMCA Policies Manual to be completed by March 2021 • Ensure error-free implementation & ongoing operation of new members CRM/SharePoint systems. • Implement an up-to-date database of prospective members, stakeholders, influencers and POARA contacts. 	<ul style="list-style-type: none"> • Governance Committee • Registrar and Institute Secretary • Registrar
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Business Plan and Priorities for 2021

There are several high-priority initiatives started in 2020 to be carried on into 2021 – and delivered.

Group 1 – Initiatives Related to Regulatory and Public Protection

- Implementation of New Competencies and Certification programs & processes.
- Improved Promotion/Recognition for Excellence in Consulting and Long Service – FCMC, Long Service Awards and Lifetime Achievement/Life Membership.
- Enhanced attention to ongoing CMC competency/improvement of certified registrants including proactive Practice Review, ongoing professional development of members (including CPD and annual attestation to Code of Professional Practice) and preparedness for complaints and discipline.

Group 2 – Initiatives Related to Building our Professional Community

- Engagement of our Members, and networking to build relationships, trust, and collaboration amongst professionals. Regular surveys of Registrants to ensure an understanding of needs.
- Professional development sessions and events to improve knowledge and practices that advance the standards of our profession.
- Recruitment – Growth Campaign to build associate members plus candidates for the CMC designation:
 - Gen Xers – attract existing Management Consultants that haven't become certified, and bring-in Consultants of related expertise areas – Marketing, Engineering, IT, HR, Finance
 - Gen Y/Millennials – attract graduates of varied faculties to join as a path towards a professional certification (i.e. other than CPA)
 - Work with major and mid-sized Consulting firms to include CMC as part of their new-recruit onboarding process.
- Develop the CMC-Alberta website and digital resources for members to enhance their professional practice and show members the resources available and member benefits available to them on the CMC-Canada website.
- Ensure members of CMC-Canada (Board to front-line staff) understand the principles and differences between operating a Professional Institute (for which they provide admin support), and a national association to which our Registrants also belong as members.

Group 3 – Initiatives Related to Enhancing Reputation and Positioning of CMC Designation & ICMCA

- Implement CMC Marketing Campaign featuring a diversity of members and management consulting focuses. (IT, Finance, Operations Mgt, HR, AI, Governance, Recruitment, etc.)
- Part-time paid employment of Registrar and Exec Director to focus on: member services, Registrar functions (membership application, CMC-Candidate support and facilitation, CMC Certification co-ordination with National Office, Member/CMC database management) and CMC-Alberta Administration (book-keeping and invoicing/payment processing).
- Outreach and collaboration-building to Professional Bodies of Engineers, CPA's, IT, ASET, AI, etc.
- Enhanced # of hours contracted for Registrar & Exec Director services in order to support/lead the above.

Mission
To lead and serve the profession of management consulting in partnership with CMC Certifying Institutes across Canada.

Vision
A thriving and diverse profession that contributes to Canada's prosperity, with CMC recognized as the pinnacle of management consulting practice.

Values

Inclusive: We are collaborative and transparent in achieving our objectives.

Innovative: We are open to new opinions, new ideas and new ways of getting things done.

Productive: We focus on results for members, while applying best practices through an ethical framework.

Focused: We do the things that support our mission, and only those things.

Impact

On Society

- Management Consultants and firms across Canada recognize and adhere to a unified Code of Professional Conduct.
- Improved Management Consulting skills lead to better outcomes for clients.
- Increased diversity within the profession of Management Consulting supports Canada's diversity of client needs.

On Members

- Management consulting practice is enhanced via world-class thought leadership and a growing Body of Knowledge.
- Improved skills and knowledge lead to greater business effectiveness.
- Increased recognition of the CMC designation enhances practice and prosperity.
- CMC Canada's enhanced value proposition increases members' return on investment and enables the profession to grow.

On CMC-Canada

- CMC-Canada and the Institutes become essential to members' continued success.
- CMC-Canada will be a sought-out advisor on business issues of national importance.
- CMC-Canada and the Institutes and Chapters will be sustainable.

Strategic Priorities

- 1 Promote the Designation:**
Promote CMC so that it is the preferred designation for Management Consulting across Canada.
- 2 Evolve the Profession:**
Modernize the profession of Management Consulting to reflect Canada's diversity and the evolving needs of clients.
- 3 Grow the Association:**
Create a value proposition that makes membership in CMC-Canada indispensable to Management Consulting practice.

Environmental Scan

2020 has been a challenging year for most organizations around the world, due to COVID-19 and its reverberations, including economic downturns, reduced expenditure on consulting by some organizations, and polar ends of experiences by our members for their businesses and provision of management consulting services. This is a tumultuous time, but within an overall slowing of growth and expansion in developed countries/economies as we have entered a “replacement economy” dynamic.

In addition, over the past few years, Provincial governments have been ratcheting up their concerns and expectations for self-regulating professions to protect the public and ensure competency of their certified professionals. For CMC-Alberta and the other Provincial Institutes across Canada, our right-to-title privilege for CMC’s represent barely 10% of the market providers of consulting services meaning that the other 90+% of management consulting and related services is an unregulated marketplace. This provides both opportunity and also a struggle for relevancy.

Finally, the demographics of our members has been largely weighted towards the baby boomer generation, who have been recently starting to retire in larger numbers than we are attracting in new membership of the Gen X and Gen Y/Millennial generations. As a professional institute we must find relevancy and attractiveness to a new generation of management consultants – providing services and benefits attuned to the needs of these generations and how they live their professional/personal lives.

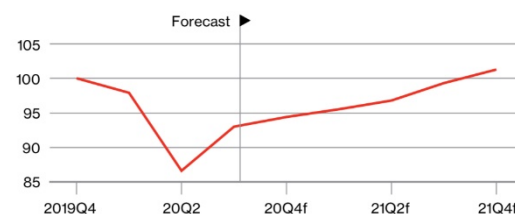
Alberta, Canada & Global Economic Impact of COVID-19

Canada’s economy bounced back in recent months following the economic plunge sparked by the COVID-19-related shutdown in March and April. At its trough in April, real GDP was at 82 per cent of February’s (pre-COVID) level, 3 million Canadians were out of work (a 15.6 per cent decline in employment), and total hours worked had plummeted a staggering 28 per cent.

- The Conference Board of Canada [Outlook Report Sept 2020](#)

Chart 1

COVID-19 is flattening the recovery
(index of Canada’s real GDP by quarter, 2019Q4 = 100)



f = forecast

Sources: The Conference Board of Canada; Statistics Canada.

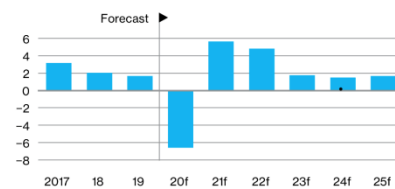
Global real GDP will decline by 4.7 per cent this year, crushed by the downturn in the second quarter.

Assuming that a second wave of the virus doesn't derail the global economy, we expect a rebound next year. The U.S. recovery depends crucially on Congress and the president agreeing to additional stimulus measures to keep the economy on track over the next few months. Canadian exports have rebounded, but continued progress is tied to the U.S. and global recoveries.

Federal and provincial governments face extraordinary deficits in fiscal 2020–21 and will add substantially to debt over the next two years. Luckily, interest rates in both Canada and the United States are expected to remain near zero, helping federal and provincial governments manage their debt-financing costs.

Overall, real GDP is forecast to shrink by 6.6 per cent in 2020. Still, that's an improvement over our summer outlook, which called for an 8.2 per cent decline this year. Solid gains in 2021 and 2022 will not suffice to bring Canada's economy back to full potential. (See Chart 2.)

Chart 2
Full recovery delayed
(Canadian real GDP growth, per cent)



f = forecast
Sources: The Conference Board of Canada; Statistics Canada.

From Global News Oct 8, 2020:

ATB Financial's latest [Alberta Economic Outlook](#), released on Thursday Oct 8th, shows the province's real GDP will grow by approximately 3.3 per cent in 2021, but indicates it will still be a long road to recovery. "It's going to take probably a couple years before we're back to where we were when the pandemic hit," said Rob Roach, director of research for ATB Financial's Economics and Research team, in an interview with Global News. The ATB report finds that since the lockdown in spring 2020, Alberta's economy has risen, but it will still be about seven per cent smaller in 2020 than it was last year. Now in December 2020, we are into our 2nd lock-down phase and struggles continue. Even with vaccines about to be shipped, economic depression will likely last through 2021.

It didn't help that Alberta's economy was already struggling when the pandemic hit.

"2019 was a recession year for the province," Roach said. "Our GDP just edged down a little bit by about 0.6 per cent, but still, that was the wrong direction. 2020 was looking like it would be a better year until of course the pandemic came into play." READ MORE: [COVID-19 pandemic, low energy prices leave Alberta with \\$24.2B deficit](#)

ATB is forecasting it will likely take until 2023 for Alberta's annual GDP to surpass where it was in 2019. "Our assumption going forward is that there will be ongoing economic disruption from the pandemic," Roach explained. "There's still going to be public health measures. But we're assuming we won't see a full lockdown like we did in the spring. We're also assuming that a vaccine will eventually come into play — but not right away. So, if that happened a little sooner, things might get better quicker. **When it comes to the province's unemployment rate, which was among the highest in Canada this summer according to [Statistics Canada's Labour Force Surveys](#), the report suggests it won't be much better in 2021.**

This info shows a major disruption is underway for AB to 2022 at least- 1. COVID 2. low oil prices 3. M&A activity 4. GOA budget reductions 5. AB PSE major changes 6. Low confidence and low investments. Therefore, we will need to focus on stabilization of ICMCA needs and then growth as possible

Self-Regulation & Management Consulting Marketplace

One of the most significant aspects of a profession and its professional body has been the concept of self-regulation – versus regulation by government or other entity. Government, through its registration of professions recognizes the importance of self-regulation to both protect the public/clients AND continuing to advance the practice standards of the professionals – as we learn more, as technology advances, as the "state of the art" is enhanced, and as societal expectations evolve.

Self- regulation is both a privilege and a commitment; and something that can not be taken for granted.

The assumptions behind self-regulation include:

- One must have the specialized knowledge and experience in doing the work of the professional in order to adequately understand and assess whether a professional in question is performing to standards.
- It is a responsibility and accountability as a professional to be watching peers, oneself and societal expectations and ensure self and colleagues perform to these standards of competency, act ethically and to Code of Conduct, plus fulfill their fiduciary duties.
- Public/client/patient protection is a critical part of a “higher calling” of being a professional.
- The Professional collective – through its Institute – continuously identifies, develops, and updates the codification of best practices expectations to advance the standards of practice.
- Promotion of client-first thinking plays a key role in providing the client with options and consideration of the implications of a solution for improvement – all with independent opinion and use of best practice knowledge and competency.

The Institute of Certified Management Consultants of Alberta was established 45 years ago in 1974. 7 provincial/regional Management Consulting Professional Institutes operate across Canada with reciprocal recognition of certification and with common competency standards of Certification, Code of Professional Conduct, and Common Body of Knowledge. CMC-Canada, as a member of the [The International Council of Management Consulting Institutes](#), holds the responsibility for ensuring the 7 Institutes meet the standards for certification and renewal of certification – and the 7 Institutes in turn have agreed to CMC-Canada being the body responsible for providing certification training and assessment on their behalf. Institute members in turn can be individual members of CMC-Canada and partake in a suite of common benefits that the power of larger membership can bring to bear – such as insurance programs, discount travel and accommodation, discounted access to other services such as Zoom subscriptions, Book Summaries and consulting/report templates.

- The Certified Management Consultant (CMC) designation is operated by professional Institutes of Management Consulting in 49 Countries around the world, and in additional countries through the CMC Global Institute. All countries adjudicate to common certification standards, Code of Professional Conduct and Common Body of Knowledge.
- CMCs differentiate themselves from other “consultants” in that every CMC must show competence and knowledge in ALL key areas of professional practice, known as our *Common Body of Knowledge*
 - Financial Management
 - Human Resources Management
 - Information Technology Management
 - Marketing & Communications Management
 - Operations Management
 - Strategic Management & Governance

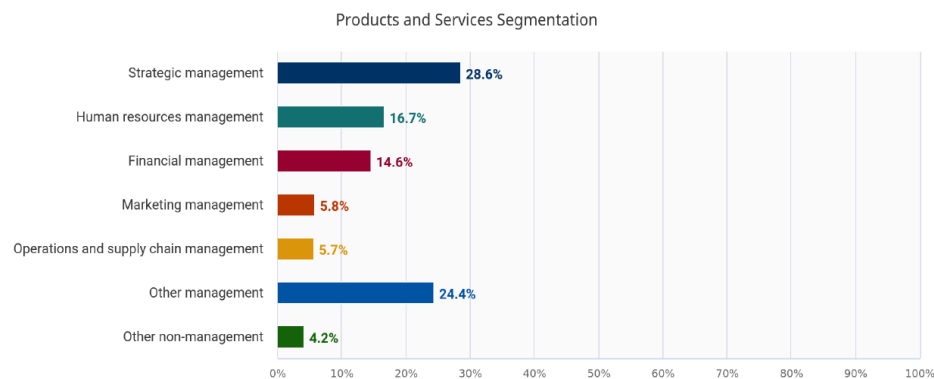
These include an understanding of and commitment to *best practices of*:

- Organizational Management Disciplines, and Methodologies
- Critical-/Systems- Thinking and Decision Making

- Research and Analytic Methodologies leading to Independent Assessment/ Recommendations

This ensures the veracity of our Recommendations and Reports, Quality Advice, and Integrity in our work. This contributes to public/client protection which is important now, more than ever. CMC-members in Alberta and Canada, along with CMC Institutes of several other countries helped develop the ISO 20700 international standards for Management Consulting.

Management Consulting is a \$16.4 Billion industry in Canada (IBIS World Report 54161CA July 2019), with over 86,000 companies, and about 140,000 employees. Many providers in Canada and Alberta also provide consulting internationally. **In Alberta it is estimated to be a \$2.5 Billion, 15,000 employee industry, with an average wage of about \$92,000.** (IBIS and Alberta Alis)



2019 INDUSTRY REVENUE

\$16.4bn

Management Consulting
Source: IBISWorld

Unfortunately, its not clear whether we can still consider this a growth industry during and post-COVID. We do not have statistical information of this current and immediate future time frame for the Alberta, Canada, North American or Global consulting marketplace. This said, we know many CMC's and non-CMC consultants based in Alberta are active internationally – driving exports of knowledge capital.

Anecdotal evidence suggests:

- An “un-even” impact of COVID on sustained consulting revenues vs decline
- Some consulting firms/consultants with excellent reputations and well-developed client relationships have fared these critical times very well, with their clients turning to them for trusted advice and guidance through the upheaval.
- New entrants to consulting are experiencing significant challenges in becoming noticed/trusted, and those dependent on NFP and/or government clientele are seeing a decline in revenues and sustainability pressures.

The climate for the next 12-18 months is likely to continue this unevenness – which may put pressure on our members’ ability to pay annual certification dues. This challenge along with the demographic shift and continued “retirement” of the baby-boomer-generation members, will heighten the need for CMC-Alberta to reach out to the new generations of consultants, enhance diversity, and also bring-in consultants that heretofore may not have seen themselves as Management Consultants.

Re-Wiring our Relevancy towards the new Generations of Management Consultants

CMC-Alberta leaders must re-think our very existence into the future; and approach the provision of programs and services to members of the Gen X and Gen Y/Millennial members with fresh eyes.

It can not be “business as usual” – and not just because of COVID.
This is a larger generational-shift requirement.

Our membership fee income in 2020 dropped approximately 13% from 2019 levels and our 2020 Income is estimated to be about \$5k less than budgeted. It is quite likely that these decreases will continue in 2021 if we do not immediately take steps to grow membership and deliver an improved recognition of the value of the CMC designation to clients. While we have some retained earnings to support a transition effort and some approved marketing/sales initiatives; we must turn things around in 2021 and create the basis for sustained growth in '22-'25.

Potential sources of earned revenue to diversify beyond membership fee revenue will be important. But this will not be easy. Currently on-line learning and events are almost being offered for free or very low cost. Until we can gather in-person again and deliver an in-person conference with solid value that our members will pay for and from which we can earn some profits, even modestly so. Various other revenue generating initiatives will only work if our sense of community is strong and our members have both goodwill and financial resources to contribute to us! So. we must first deliver base-level resources, and membership/certification value.

We must continue to revitalize the “esprit de corps” started in 2019; AND
We must absolutely deliver on outreach to other consulting sectors, recruitment of new consultants and raise the image of CMC’s with the client marketplace in 2021. We have NO time to lose!

Some key questions we must answer and deliver against in 2021 include:

- ***How to raise the awareness of the CMC designation to clients and within the industry?***
 - ***Deliver on our Marketing Campaign plans***

- ***How do we attract new grads to enter the CMC professions?***
- ***How do we attract other “consultants” to see themselves as Management Consultants and join CMC-Alberta plus see the value of the CMC professional designation?***
 - ***Implementation within Alberta and support to CMC-Canada Growth efforts.***

- ***How do we establish our website presence as a platform for the future CMC and member community into the future?***
 - ***Implementation of new Website Initiative.***

We have “slipped” a bit in our intention to be implementing new elements in our plan starting in late September 2020. It is important we do not slip much farther and do some spade-work now, to launch really impactful campaigns in January 2021. This is an “all-hands-on-deck” moment for our Board.

Appendix

Impacts of COVID-19

Issues arising from the 2019 novel coronavirus disease (COVID-19)

Given that large sections of the global economy have been brought to a temporary halt in order to relieve pressure on health care systems, clearly, substantial Business interruption claims can be expected, but also potentially an upsurge in malicious damage and theft risks as a result of government-mandated shutdowns.

Blind spot in pandemic responses in organizations.

Many organizations took a month to go from working in a office to working from home, to get staff equipped with the right tools etc. There was also an adjustment to the whole feeling of working from home or changing the nature of the business to accommodate the changes of COVID-19.

Are we all gambling that nothing will go wrong in this whole phase? Or are we sure businesses are ready for this. Do you know how many companies have activated their business continuity plan?

When COVID first arrived: It appeared that many companies did not activate their business continuity plan and for some I am not sure they actually had a plan at all. Many companies just kind of worked it out as they were going along. They did know what was time critical to their business before COVID hit them, or what tools to provide their staff with, or how to get everybody ready at the same time. There was often a lot of confusion.

Recently in speaking with some organizations downtown they admitted that they did not activate their crisis management team rather they just kept to business as usual.

Realistically this did not take into account the fact that there were enormous challenges to their operations.

The slow onset, slow development and long-lasting nature of COVID-19 created an environment where many seemed to not pick up on the fact that this was indeed a business continuity event.

Remember, many business continuity events revolve around the following: building burned down, flood, IT failures. Whereas with COVID-19 we have been dealt a very different scenario where everyday people had to get used to hearing about deaths, cases and every day changing numbers that created a change in reactions, lockdowns. These challenging events still did not trigger some organizations to – realize that COVID is a BCP (Business continuity plan) event and to activate the plan.

Other unpleasant surprises that COVID might bring.

Organizations focused on workarounds. For example: meeting in person with colleagues or going to a physical site or simply getting together was not an option so we switched to an on-line environment. From a BCP this type of plan – screams that we are all gambling on luck. By that I mean we are gambling that the internet stays up, our cell phones keep working – now think about that for a moment.

What about our reliance on Zoom, Whatsapp, Wechat, Go-to-meeting? All of these wonderful tools that we now use to meet with people online. However, is there is a single point of failure in our lives?

Interruption in the internet. There was a report that ½ the state of Australia lost the internet for a day. What would that do to many businesses? This would be a major point of failure. Mobile telephony: what if you cannot use your phone?

Do you think that organizations have a BCP for these situations? And are there other workarounds for communication?

Two factor authentication – quite a few of you use this already. This uses what we call mobile telephony – so you log on at work and get a code to your phone for critical business applications. If mobile networks were to go down – what will you do?

Some would say – well we will turn off the two-factor authentication. Okay so now you will let people into your systems even easier.

But the risks get larger. You now have people logging in from home from maybe not so secure Wi-Fi networks as they would normally have at work when some of may have been hard wired. So, we are in a more fragile situation with less controlled environments with staff working remotely and we are not sure how they are logging on and with what devices?

So a worse case scenario – how is the organization going to function if they lose that particular security environment.

Remember this is all new to everyone. The result here is to remember that you should feel uncomfortable that an organization would consider lifting security requirements.

Loss of internet and /or mobile phones

1. What is your business continuity plan (BCP) for such situations?
2. Do you have any workarounds left for communication during this (partial) lockdown period. (e.g.: for 2 factor authentication and staff, client, supplier notifications)?
3. Do your voice/data communication providers have BCP's
4. Have these recently been tested?
5. Do you know where you are in the priority list? (critical provider)
6. Would you have to start looking for a new supplier from scratch....whilst everyone else is doing the same?
7. Have your executives considered conducting an exercise to sure challenge whilst in lockdown?

Unpleasant surprises

Cloud based services/applications down?

- Consider your increased dependency on cloud based services. For example:
- Online sales
- Data storage
- Accounting
- Banking
- Product ordering
- What are your (manual) work-arounds that will help you sufficiently if any of these are to be disrupted.
- Are dual supplier arrangements even possible in order to be prepared for such situations? (In advance, yes.....but on the spot?)

Take a look at Cloud storage provider Nirvanix closing its doors. Two weeks notice of service shutdown leaves customers scrambling to retrieve and move data to another cloud service

Data centre failure

- For those who have their servers in a self managed or outsource data centre facility: to which degree has regular maintenance been reduced?
- If an incident occurs, can it be fixed if IT staff are not able or allowed to troubleshoot the problem on site?
- Is the remote access capability of technical staff sufficient?
- From where can you still obtain spare server, UPSes, generators, fuel, Air conditioner units, and or cabling related equipment parts.
- Will they come soon enough, considering current disruptions in supply (particularly from overseas) and overloads on postal services and couriers.
- Could you still develop dual supplier arrangements now in order to be prepared for such situations?

Cyber attacks

Considering board members & staff are working on various Wi-Fi networks, BYO devices and possibly less controlled, secure systems, this is a realistic threat.

If you rely to a high degree of interfacing between your systems and those of external customers and suppliers.....

- How will you know how far a cyber attack has travelled?
- How can you quickly get external technical assistance if the best service providers are most likely overloaded and snapped up by the “big” end of town?

Board/staff related challenges

- Are your policies regarding teleworking, workplace health, flexible work, paid/unpaid leave and staff expense reimbursements clear?
- How are you preventing “meeting fatigue” and disinterest due to inefficient group call protocols? (good structure for meetings and video calls)
- How are you keeping yourself and your colleagues/staff engaged and motivated when stood down/not rostered in for a while
- Could downtime be used for remote study or certification activities?
- What about staff who are suffering from health/wellbeing issues due to dealing with limited ergonomic comforts and lack of social interaction?
- How are companies managing distractions? How many companies use “Cheeky” a time tracker?
- On the flipside – staff who are overworked? Working day and night?
- Is there a true culture in a place where staff comfortably speak up if they’re struggling?

Business continuity plans work – when you need them.