

PREPAREDNESS

Deep review of Organization Preparedness
for Unpredicted Situation

TIEMS 2020

ANNOTATION

In the standard approach to Business continuity or Crisis management there are well established methods how to design adequate processes and other means to assure the functioning in “hard times” and return to the normal after the crisis is over.

With some newly evolved complex problems as for example COVID-19 pandemy, the pre-designed procedures do not work and it is necessary to explore new ways how to manage the situation properly and effectively.

The initial deep review of situation, understanding, attitudes, gaps and available resources can speed-up and improve the further operations planning in a new environment.

THE SITUATION

- **Spring 2020 – COVID-19 Outbreak**
- **Czech Radio – National broadcaster**
- **Unknown situation**
- **Mission-critical service to the country**

CZECH RADIO



- Largest national broadcaster, in operation since 1923
- Public institution
- Number of employees: 1.450
- Headquarters and studios located in Prague
- 14 regional studios all over the country
- 23 Program streams
- AM, FM, DAB, Internet,
- 2 Program divisions
- 100 mil. USD budget

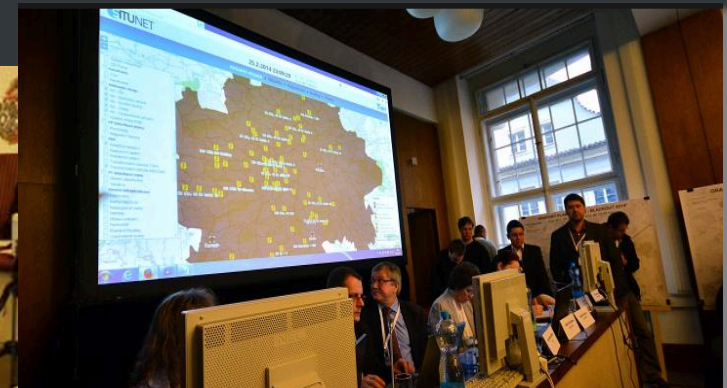




Tailored IT solutions
Mission critical systems
Crisis management and Security

2014

PRAGUE BLACKOUT 2014 exercise, verification of the capital city's readiness for a power failure.



THE TEAM

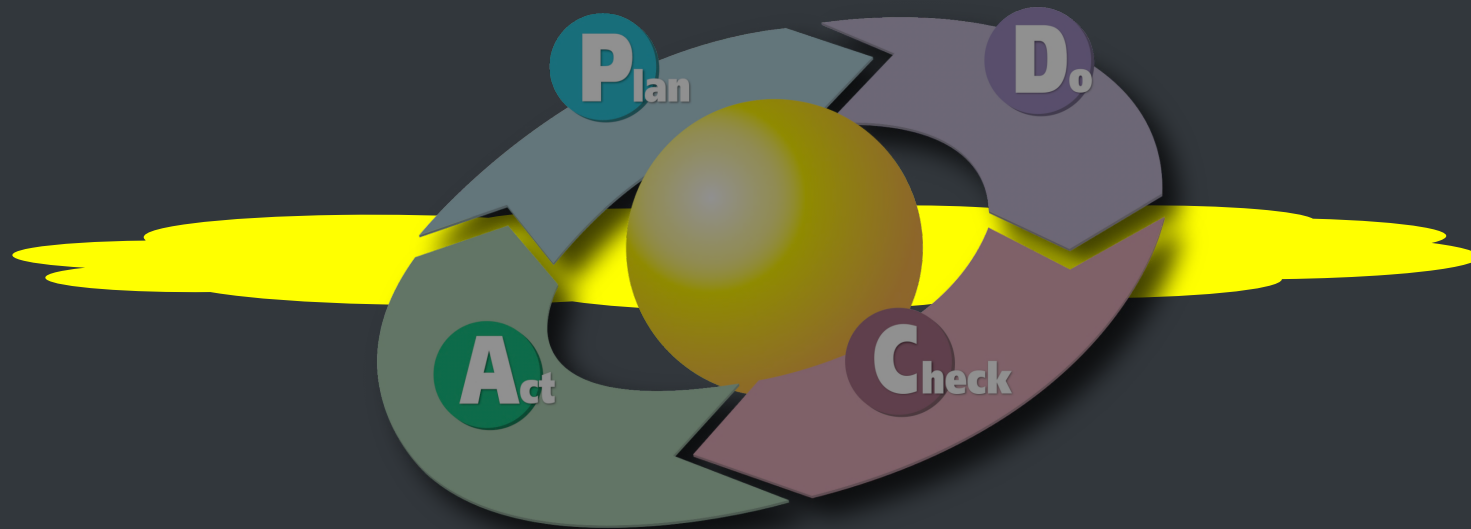
- **Monika Kudrlová** – **T-SOFT**
- **Jaroslav Pejčoch** – **T-SOFT**
- **Jan Pokorný** – **Czech Radio**
- **Michal Vaněček** – **T-SOFT**
- **René Zavoral** – **Czech Radio**

PLAYGROUND COVID-2019

- New situation
- Fast action needed
- Lack of information and guidelines
- Extreme responsibility
- Extreme visibility



STRESS TEST



Stress test phases

- 1. Preparation
 - 2. Execution (exercise)
 - 3. Evaluation
 - 4. Followup
- 6 months
 - 1 day
 - 1 month
 - years



Stress test phases

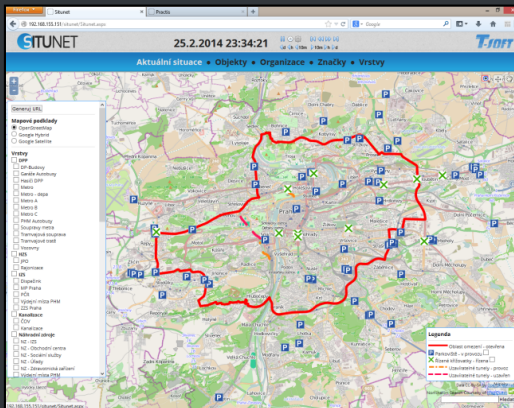
- 1. Preparation • 6 months
- 2. Execution (exercise) • 1 day
- 3. Evaluation • 1 month
- 4. Followup • years

Stress test phases

- 1. Preparation • 6 months • days
- 2. Execution (exercise) • 1 day • 1 day
- 3. Evaluation • 1 month • 1 week
- 4. Followup • years • weeks

Preparatory phase

- Scenario preparation
- Information collection
- Unification, integration, preparation of the Common situation picture
- Visualisation

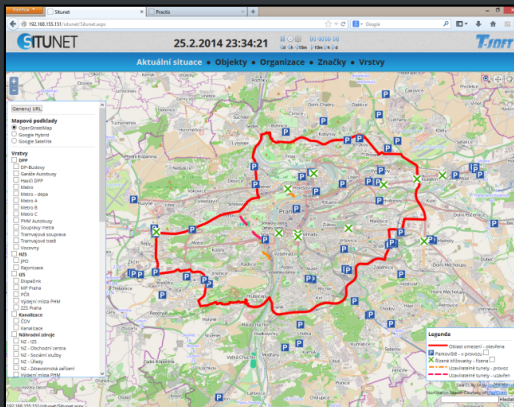


HotFix

- Scenario preparation
- Information collection
- Unification, integration, preparation of the Common situation picture
- Visualisation

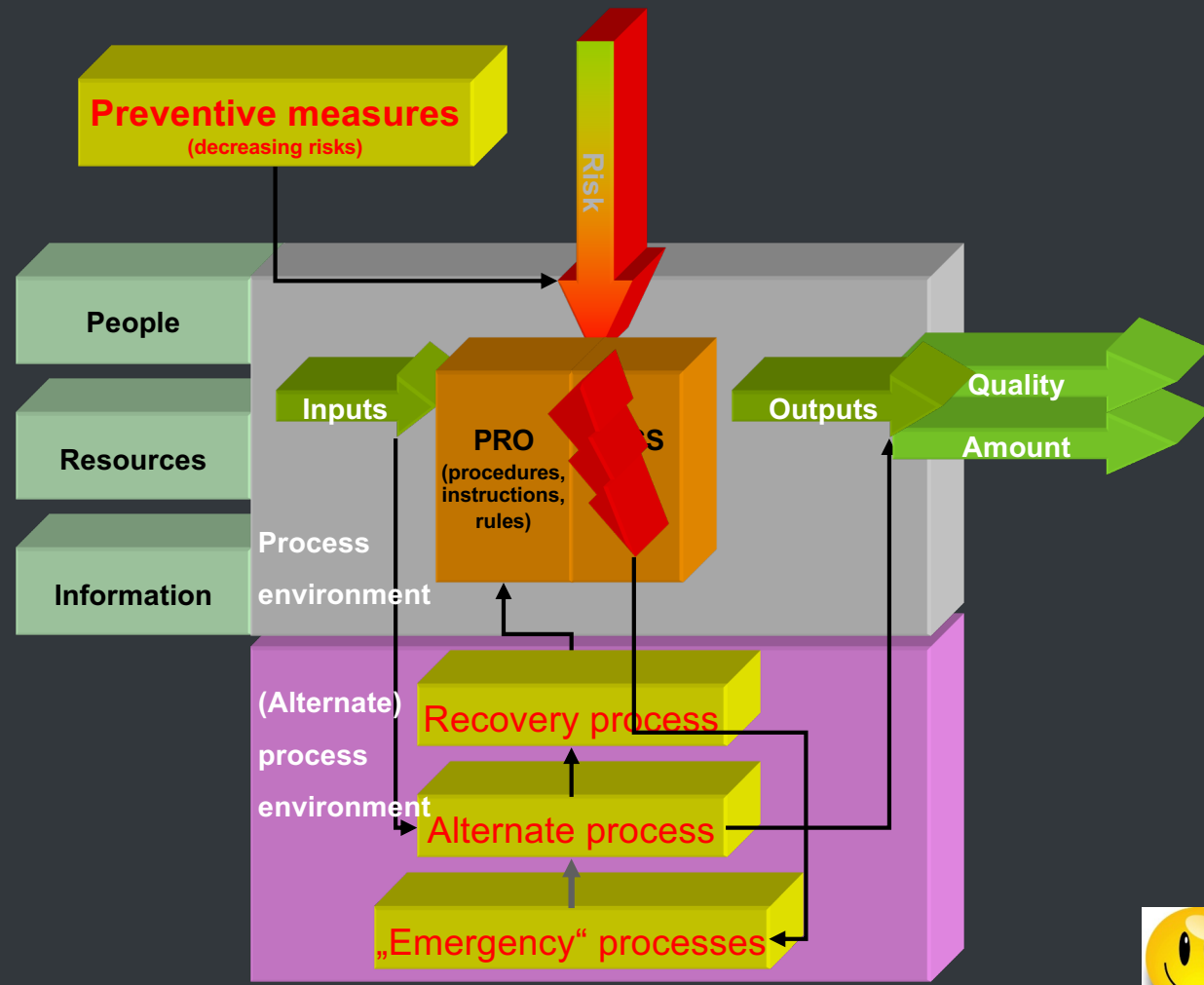


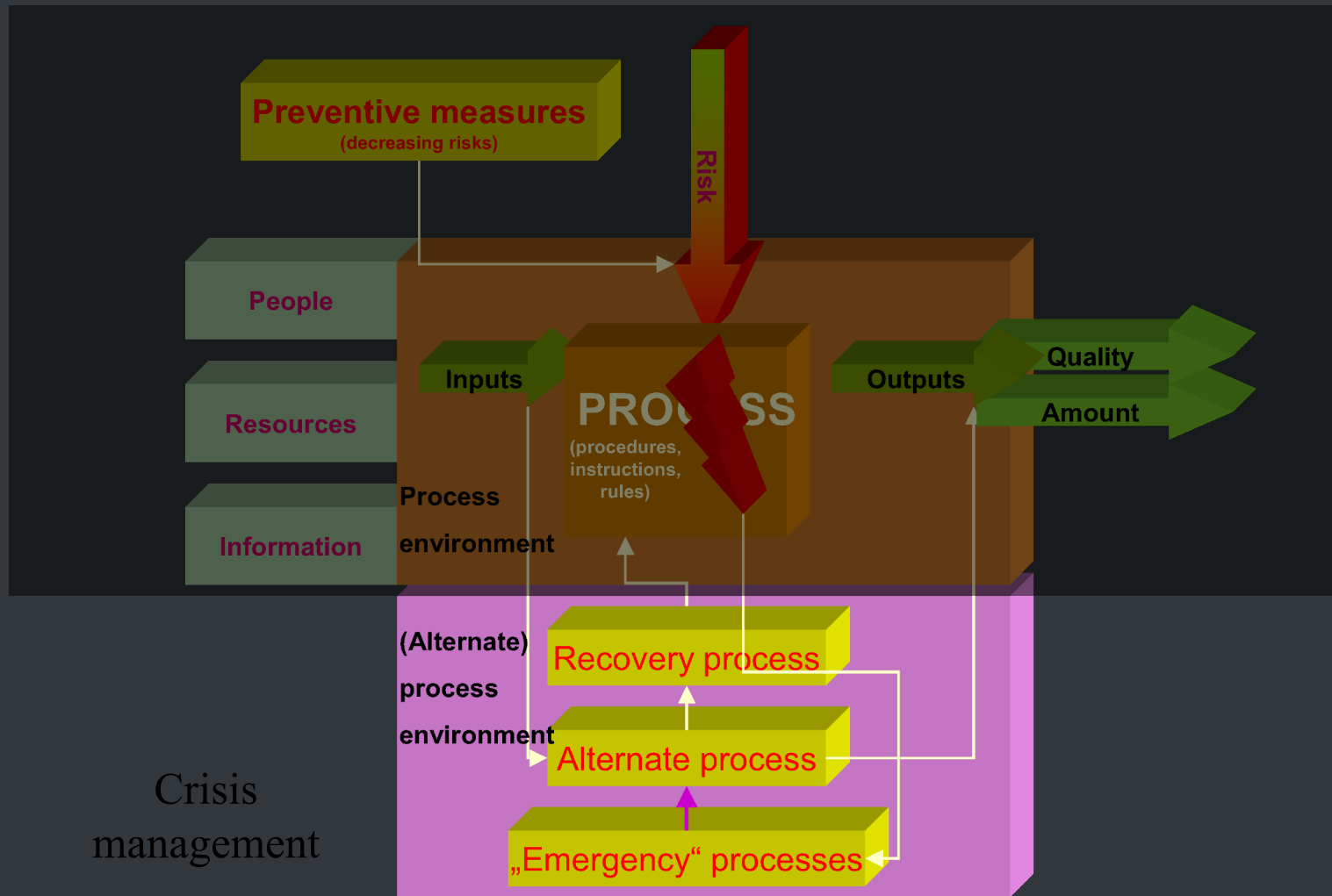
Fast situation
assessment and
immediate action





FAILURE IS NOT AN OPTION



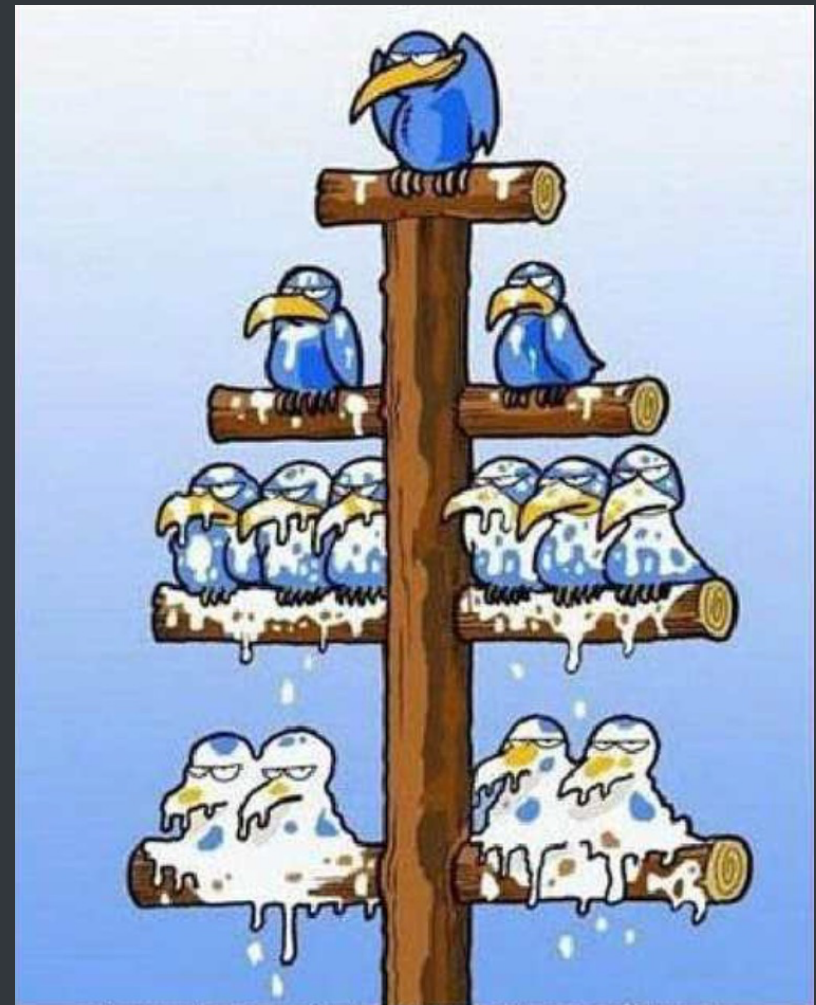


Crisis
management

Common management structure

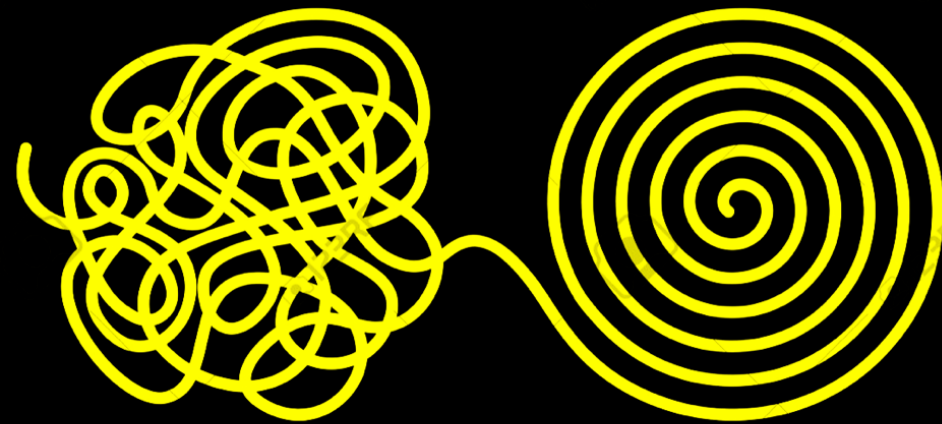
HIERARCHICAL !

**Standard processes...
...audited...(?)**



What happens in emergency?

MESS !



f



What happens in emergency?

The TEAM emerges!



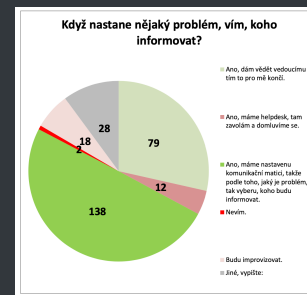
Agile management

- Fast survey
- Ad-hoc analysis and model
- Common dashboard
- Executive statement
- Communication platform



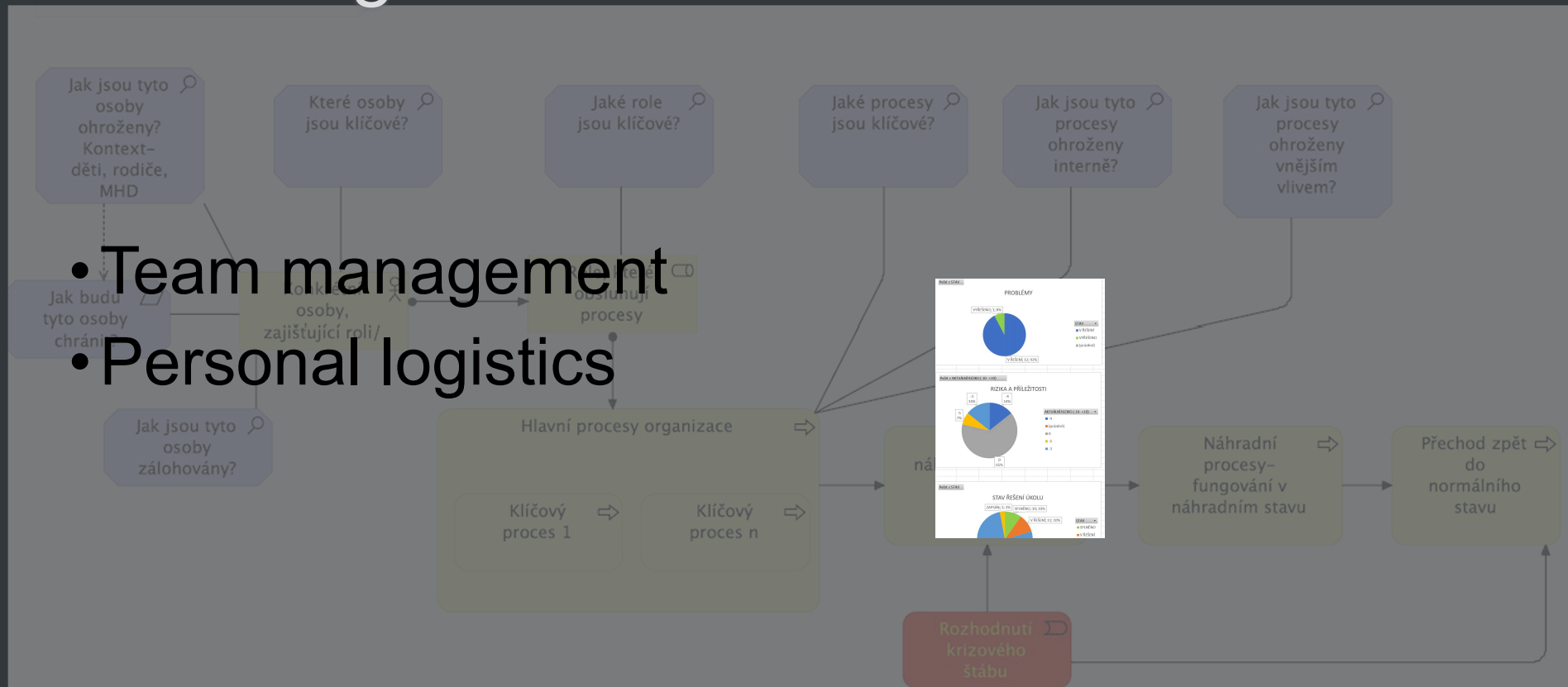
Fast Survey

- Organization-wide questionnaire
- Interviews
- Evaluation
- Discussion



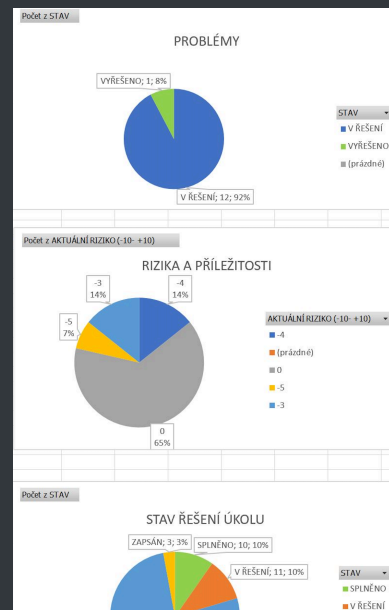
Modeling

- Team management
- Personal logistics



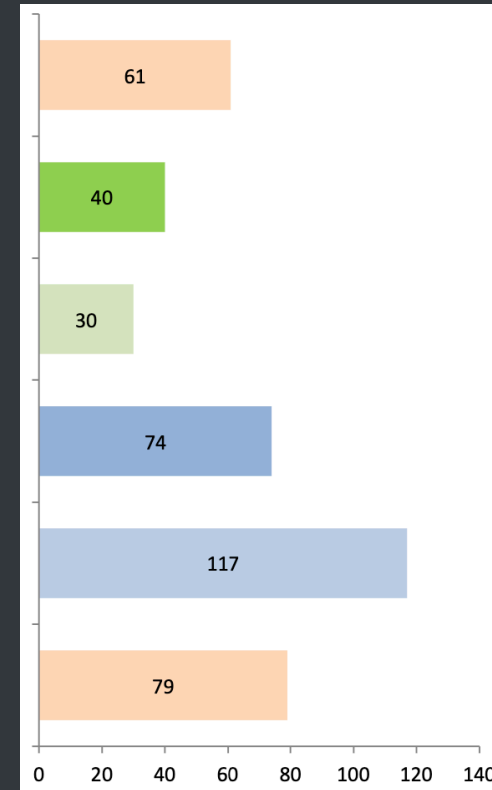
Information management

- Dashboard
- Videoconferencing
- Common information



Outcomes

- Overview of
 - Issues
 - Real resources
 - Situation of people
 - Risks
 - Ideas



Outcomes

- Building trust
- Minimizing risks
- Discovering champions
- Opinion collection



Outcomes

- Strong justification for the measures taken
- Preparing for the future (new technology and processes)

Conclusion

- Czech Radio survived the critical situation without any significant problems in operation and performance
- Enhanced information management contributed to the increased resiliency of the organization.
- Updated processes and infrastructure upgrades increased the capability to supply quality service and compete in the changing world.

DONT GIVE UP



POWER LINE				
NEW YORK	G.M.	PRAHA	MOSKVA	TOK
12:13	16:13	19:13	20:13	01:13

MILÍ AČKO,
hodně síly
a energie!
Zdraví Váš
Bečko

27. 4. 17:30
POZITIVNĚ TESTOVANO
7431
VYLÉČENO
2826
+ 222
?? → 123-URGENT

Oslavenec
Ano
Ad
H
FRIDAY

WINDSCHUTZKY
K POUŽITÍ

WINDSCHUTZKY
K POUŽITÍ



THANK YOU FOR YOUR
ATTENTION