


 <b>Current State</b>	 <b>Partial Opening</b>	 <b>Full Opening</b>	 <b>Monitor &amp; Prepare</b>
<b>Situation</b>	<ul style="list-style-type: none"> <li>▶ Disease at pandemic stage impacting nation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Disease is entering post-pandemic stage, but some hotspots remain</li> </ul>	<ul style="list-style-type: none"> <li>▶ Disease is contained nationally and is no longer a substantial threat</li> </ul>	<ul style="list-style-type: none"> <li>▶ Disease is contained nationally and is no longer a substantial threat</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>▶ Continue operations and client service in a remote environment</li> <li>▶ Preserve billing and cashflow</li> <li>▶ Prepare to support clients regulatory changes</li> </ul>	<ul style="list-style-type: none"> <li>▶ Begin to re-occupy offices as it is safe to do so and is allowed by municipalities</li> <li>▶ Allow for a period of transition to test systems and environments</li> </ul>	<ul style="list-style-type: none"> <li>▶ Re-occupy all offices with full staffing</li> <li>▶ Handle employees requests for exceptions individually</li> </ul>	<ul style="list-style-type: none"> <li>▶ Complete an after-action diagnosis</li> <li>▶ Take appropriate actions to prepare firm for possible resurgence</li> <li>▶ Update policies (HR, WFH, technology, etc.)</li> </ul>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>▶ Work and movement restrictions in force</li> </ul>	<ul style="list-style-type: none"> <li>▶ Work and movement restrictions begin to be lifted by state and local governments</li> <li>▶ CDC, WHO and other health organizations support reduction in social distancing</li> </ul>	<ul style="list-style-type: none"> <li>▶ Work and movement restrictions lifted for all areas where the firm has offices</li> <li>▶ CDC, WHO and other health organizations stand down social distancing guidance</li> </ul>	<ul style="list-style-type: none"> <li>▶ Full office re-occupancy completed or nearly completed</li> <li>▶ Stakeholders have had time to reflect on lessons learned</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>▶ Maintain full social distancing</li> <li>▶ Communicate and support employees</li> <li>▶ Monitor capacity and bandwidth for technologies supporting remote work</li> </ul>	<ul style="list-style-type: none"> <li>▶ Allow limited numbers of employees to return to work</li> <li>▶ Inform them of the steps taken to prepare office for their return</li> <li>▶ Outline office social distancing expectations</li> <li>▶ Begin phased return to work (consider guidance for high-risk individuals)</li> <li>▶ Verify supporting technologies are workable and office is cleaned</li> </ul>	<ul style="list-style-type: none"> <li>▶ Communicate expectations on working from office to employees</li> <li>▶ Re-evaluate social distancing office guidance</li> <li>▶ Ongoing monitoring of technology infrastructure</li> <li>▶ Prepare for client demand returning to pre-pandemic levels of workloads</li> </ul>	<ul style="list-style-type: none"> <li>▶ Monitor for possible resurgence</li> <li>▶ Conduct after-action review</li> <li>▶ Reassess workflows and real estate needs</li> <li>▶ Prepare workforce for any “New Normal” expectations and demands</li> <li>▶ Recognize employees that went above and beyond during crisis</li> <li>▶ Enhance firms resiliency posture</li> </ul>

Figure 3: Example of a high-level return-to-work plan for a professional services company