



Below you will find 20 statements about aspects that may be directly or indirectly impacted by COVID-19.

Evaluate each of them and select the box that best describes the extent to which you agree with the following statements.

This assessment is a tool to help you understand your project exposure to COVID-19. This assessment aims to support discussions, and it is not a definitive and authoritative tool.

It represents Ricardo Vargas' sole opinion based on his professional experience.

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 Watch the video at rvarg.as/covid19 before doing this assessment.

PROJECT/INITIATIVE NAME: DATE:

COUNTRY/REGIONAL EXPOSURE		DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	There is a visible lack of ability of local, regional and national authorities to deal with crises of this nature				
ORGANIZATIONAL EXPOSURE		DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
2	The organization operates in areas related to tourism, hospitality, events, aviation, public transport and healthcare				
3	Your organization has as relevant client an organization that operates in areas related to tourism, hospitality, events, aviation, public transport and healthcare				
4	There is no defined corporate approach or a crisis response team for COVID-19				
5	The organization is facing challenges regarding financial liquidity				
6	Organizational leadership is pessimist about the impact of COVID-19				
7	The organization is based or has a strong presence in Category 1 or 2 areas based on the UK Government Assessment*				
8	The COVID-19 will produce an unrecoverable loss in revenues or results for the organization				
9	The long-term business can be directly and negatively impacted by the COVID-19 legacy in micro and macroeconomic factors				
PROJECT/INITIATIVE EXPOSURE		DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
10	The work is located in a Category 1 or 2 area based on the UK Government Assessment*				
11	The project or initiative has a large number of people working in the same location				
12	The project or initiative has a strong need for physical interaction among the team members (face to face meetings, etc.)				
13	The work done by the team is directly associated with public transportation such as trains, buses, ships or airplanes				
14	A member of the team is infected				
15	The workforce is extremely specialized, limiting temporary replacement options				
16	A relevant part of the work must be done in-loco (not remotely)				
17	The initiative or project is heavily dependent on international supply chain				
18	The relevant supply source(s) is(are) located in Category 1 or 2 areas based on the UK Government Assessment*				
19	There will be a large negative impact if the work is reduced or ceased				
20	Disruption in the supply chain will have a severe impact on the development of the work				

* UK Government Assessment: rvarg.as/ukcovid

RESULTS	40 or below	■	Green
	41 to 60	■	Yellow
	Above 60	■	Red

COUNT	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WEIGHT	0	2	4	5
COUNT X WEIGHT	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
TOTAL: _____				

Based on the results of the assessment on page 1, you will find some **suggested actions for different exposure environments**, from basic monitoring actions to impactful decisions like stopping the project or product development.

The suggested actions are not definitive, and you can adjust them accordingly. They aim to support discussions and are based on Ricardo Vargas' work experience.



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Suggested Actions

RESULT	Score	Color
	40 or below	Green
	41 to 60	Yellow
	Above 60	Red

ACTION ON GREEN RESULT

- 1 Continue monitoring the situation and reevaluate if results change.

ACTION ON YELLOW RESULT

- 1 Do not panic with the news. Be mindful.
- 2 Increase remote work and develop mechanisms to protect the team.
- 3 Understand exposure by doing the exposure assessment and using other sources of information to identify the actual risks.
- 4 Reschedule tasks that may be impacted due to the lack of supplies.
- 5 Review your work plan.
- 6 Create a temporary stabilization plan including supplies stock and other measures that reduce dependency on logistics.
- 7 Reprogram tasks that are capital intensive if you have liquidity problems.
- 8 Make an impact assessment to check if freezing the project is an option.
- 9 Improve and reinforce internal and external communications to avoid creating a fertile environment for fake news.
- 10 Create a proactive and positive mindset. Proactivity is part of what leadership is all about.

ACTION ON RED RESULT

- 1 Now speed is everything.
- 2 If you have not done it yet, put together a risk response team or a crisis team immediately.
- 3 Tell employees to work from home effectively immediately.
- 4 Create a streamlined communication plan with the team with strong support to those affected or infected by the COVID-19.
- 5 Revisit your cash flow and understand the potential impact of changes due to COVID-19.
- 6 Turn all project and product development meetings into virtual meetings.
- 7 Create an immediate communication channel with all relevant suppliers to evaluate the impact on supply chain.
- 8 Communicate the actions in place with relevant clients and partners immediately.
- 9 Review and postpone tasks that require human interaction.
- 10 Review and postpone tasks that require public travel.
- 11 Review and postpone tasks that are cash-intensive.
- 12 Delay signing new contracts until there is a clear understanding of the impact on COVID-19 on the work and the product.

Relevant Websites

1. WHO Coronavirus Update (English) - <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>
2. Center for Disease Control and Prevention (CDC) - <https://www.cdc.gov/coronavirus/2019-nCoV/summary.html>
3. European Centre for Disease Control and Prevention (ECDC) - <https://www.ecdc.europa.eu/en/novel-coronavirus-china>
4. UK Gov COVID Guidance - <https://www.gov.uk/government/publications/covid-19-specified-countries-and-areas/covid-19-specified-countries-and-areas-with-implications-for-returning-travellers-or-visitors-arriving-in-the-uk>
5. USA Government Coronavirus (English) - <https://www.usa.gov/coronavirus>
6. Ministerio da Saúde Brasileiro (Brazil) - <https://www.saude.gov.br/saude-de-a-z/coronavirus>
7. Direção Geral de Saúde Portuguesa (Portugal) - <https://www.dgs.pt/coronavirus.aspx>
8. Ministero della Salute (Italy) - <http://www.salute.gov.it/nuovocoronavirus>
9. Indian health Service (India) - <https://www.ihs.gov/newsroom/announcements/2020-announcements/coronavirus-disease-2019/>
10. Ministerio de Sanidad (España) - <https://www.msccbs.gob.es/profesionales/saludPublica/ccayes/alertasActual/nCov-China/home.htm>
11. National Health Commission of the People's Republic of China - <http://en.nhc.gov.cn/>
12. Ministry of Health, Labor and Welfare (Japan) - https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/newpage_00032.html